

Morgan Stanley

PRIVATE WEALTH MANAGEMENT

BOTOFF
CONSULTING

Estate and Household Staff Compensation Report

2022 SURVEY

Prepared by Boff Consulting LLC on behalf of Morgan Stanley

For Informational Purposes Only

Foreword

As part of our ongoing efforts to provide actionable insight to leaders of single family offices and the families they serve, we are pleased to present our 2022 Estate and Household Staff Compensation Report. Our hope is that the benchmarks it provides will prove helpful in setting appropriate salary and benefit levels for in-house staff. We wish to thank all of those who participated in this landmark study, and our colleagues at Botoff Consulting, whose input and analysis were invaluable to the process.

Part of the Signature Access platform within Family Office Resources, Morgan Stanley's Single Office Advisory was established to provide highly customized resources to families who maintain offices or are considering establishing one. We would welcome an opportunity to discuss any questions you have related to this study, or any other issues you wish to explore.

Sincerely,



Valerie Wong Fountain
*Managing Director
 Head of Family Office Resources Platform
 and Partner Management, Morgan Stanley*



Kosta Halkias
*Executive Director
 Head of Signature Access and Single Family
 Office Advisory, Morgan Stanley*

Organizations depend on reliable, trusted data to help shape compensation decisions and strategy. Botoff Consulting is committed to providing meaningful compensation resources, and the inaugural 2022 Estate and Household Staff Compensation Survey reflects this commitment. We are proud to be able to support the diverse, discrete, customized needs of our family/family office clients, leveraging our industry-leading proprietary data, understanding and capturing market trends, and incorporating best practices.

Botoff Consulting guides organizations in the development and implementation of their compensation strategies, aligned and customized to the vision, mission, goals and performance of family offices and family business enterprises.

Thank you to the survey participants and the long list of industry leaders who contributed to this report. And we deeply appreciate the Morgan Stanley Family Office Resources team for their leadership, and project support, as well as their commitment to the family office industry. Our partnership continues to support family offices with valuable insight on compensation data, trends and best practices in an ever-competitive market for the world-class, increasingly professional and strategic talent that many families are targeting.

Sincerely,



Trish Botoff
*Founder and Managing Principal
 Botoff Consulting*

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About the Survey

Morgan Stanley collaborated with Boffo Consulting to conduct a compensation survey of estate and household staff. This report presents survey findings along with trends impacting compensation for these positions.

The 2022 Estate and Household Compensation Survey included responses from approximately 300 participating families/ family offices for 30 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 June 2, 2022, through August 23, 2022.

This compensation data reflects 2022 base salary, bonuses and other compensation paid for 2021 performance. Survey information was collected and analyzed by Boffo Consulting and is presented in aggregate to Morgan Stanley and all other parties.

Survey Highlights

There is a correlation between pay and staff size, tenure, number of properties and number of families.

Salary increases outpaced the broader U.S. market for 45% of management and 36% of staff.

25% of participants report the use of long-term incentives as part of compensation, with deferred incentive compensation the most prevalent LTI plan.

The use of overtime was reported for only 11 of the 30 positions in the survey, and only 3.3% of all incumbents.

Pay for less tenured staff (0-2 years) exceeds pay levels of staff with 3-10 years of service, leaving tenured staff potentially at risk to be recruited.

71% of incumbents received bonus compensation, comprising performance bonuses, holiday bonuses and spot/other bonuses.

Live-in domestic couple is the only position where housing is typically provided, with 88% receiving.

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

More than one-third of incumbents have less than two years, tenure with families; 59% have less than five years, indicating a high rate of turnover for estate and household staff.

Profile of Participants

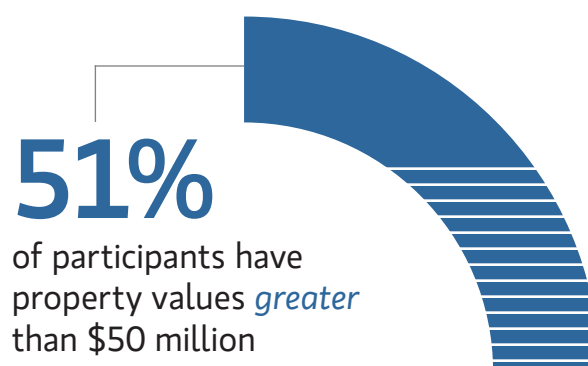
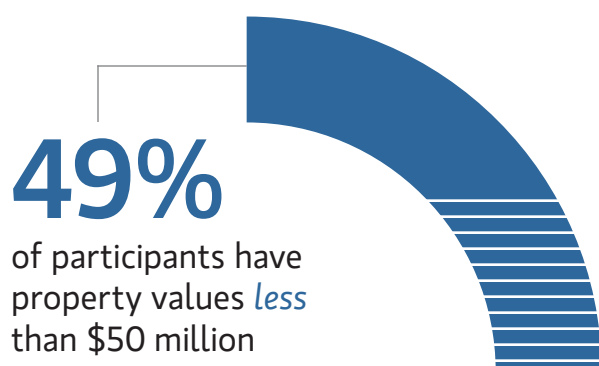
PROFILE OF PARTICIPANTS

Survey Participants

The survey included responses from approximately 300 families/family offices reporting data on over 1,000 incumbents. The findings represent a broad dispersion of families across estate value tiers.

The table below presents a summary of participants by estate value.

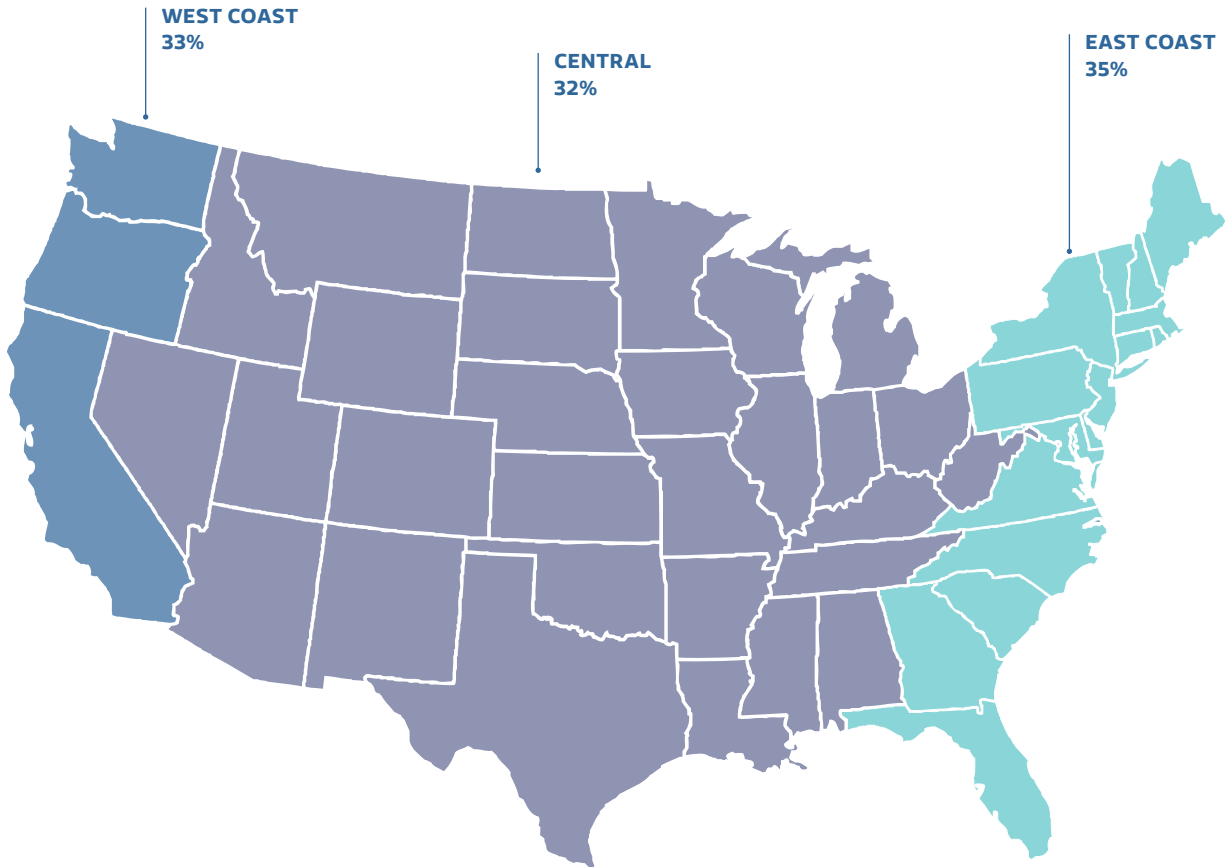
Estate Value	% of Participants
More than \$500 Million	15%
\$250-\$499 Million	5%
\$100-\$249 Million	13%
\$50-\$99 Million	17%
\$25-\$49 Million	16%
Less than \$25 Million	33%



PROFILE OF PARTICIPANTS

Survey Participants by Geography

Reported staff locations were fairly evenly distributed between the three regions: West Coast, Central U.S. and East Coast. This aligns with the geographic concentration of wealth and corresponds to primary residences and demand for estate and household talent.

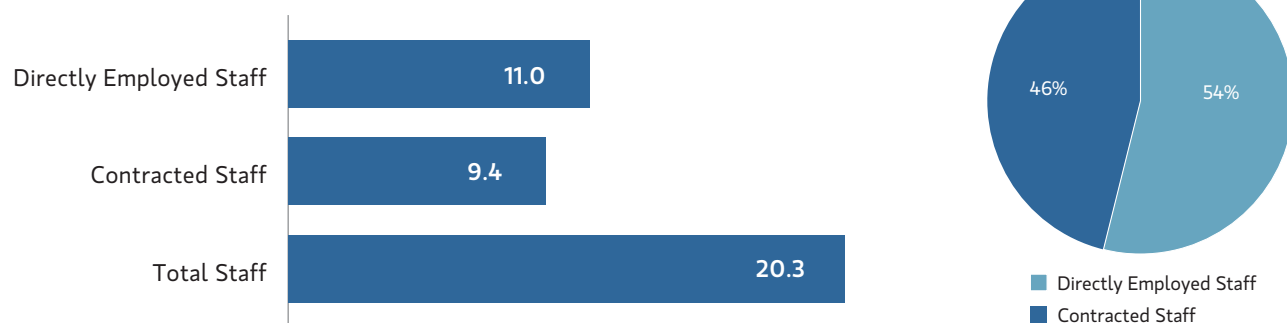


PROFILE OF PARTICIPANTS

Family Profile—Number of Staff

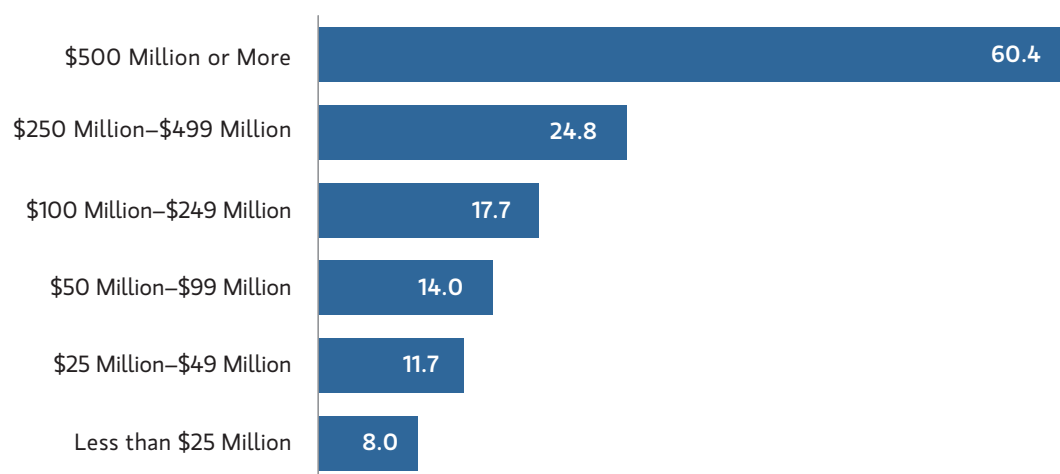
Families provide estate and household services through a mix of in-house and outsourced staffing models; just over half of staff are directly employed.

AVERAGE STAFF



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

TOTAL STAFF BY ESTATE VALUE



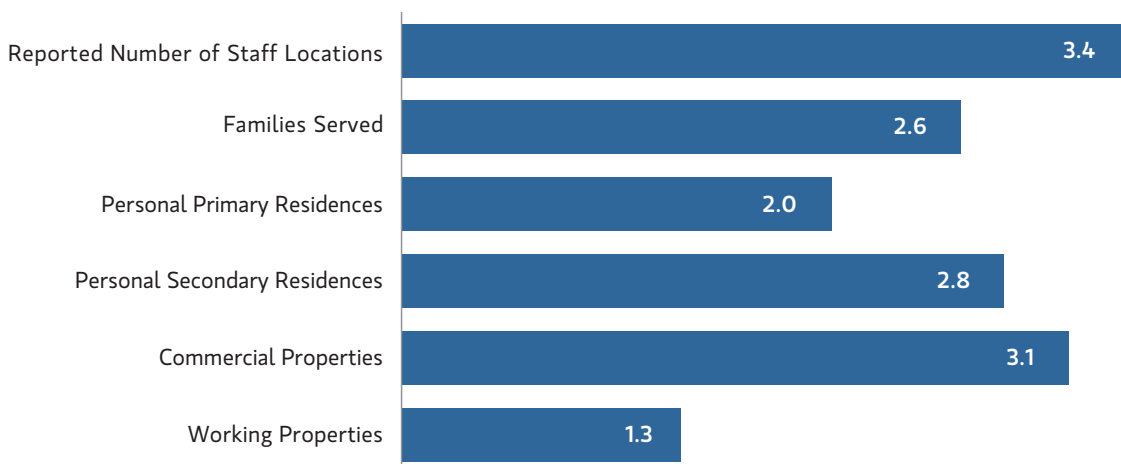
Average Number of Staff	All	\$500 Million or More	\$250 Million - \$499 Million	\$100 Million - \$249 Million	\$50 Million - \$99 Million	\$25 Million - \$49 Million	Less than \$25 Million
Directly Employed Staff	11.0	34.0	14.9	9.3	8.1	6.4	4.1
Contracted Staff	9.4	26.4	9.9	8.5	5.9	5.3	3.9
Total Staff	20.3	60.4	24.8	17.7	14.0	11.7	8.0

PROFILE OF PARTICIPANTS

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.

Number for All Estate Values



Average Number of:	All	\$500 Million or More	\$250 Million - \$499 Million	\$100 Million - \$249 Million	\$50 Million - \$99 Million	\$25 Million - \$49 Million	Less than \$25 Million
Reported Number of Staff Locations	3.4	5.2	5.5	4.6	3.1	2.8	2.0
Families Served	2.6	3.8	4.0	2.1	2.8	2.3	2.1
Personal Primary Residences	2.0	2.6	2.5	1.9	2.5	1.6	1.5
Personal Secondary Residences	2.8	3.6	5.7	3.1	3.8	2.2	1.3
Commercial Properties	3.1	5.5	12.9	2.6	1.7	1.6	1.5
Working Properties	1.3	1.4	1.5	3.1	0.8	0.8	0.9

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.

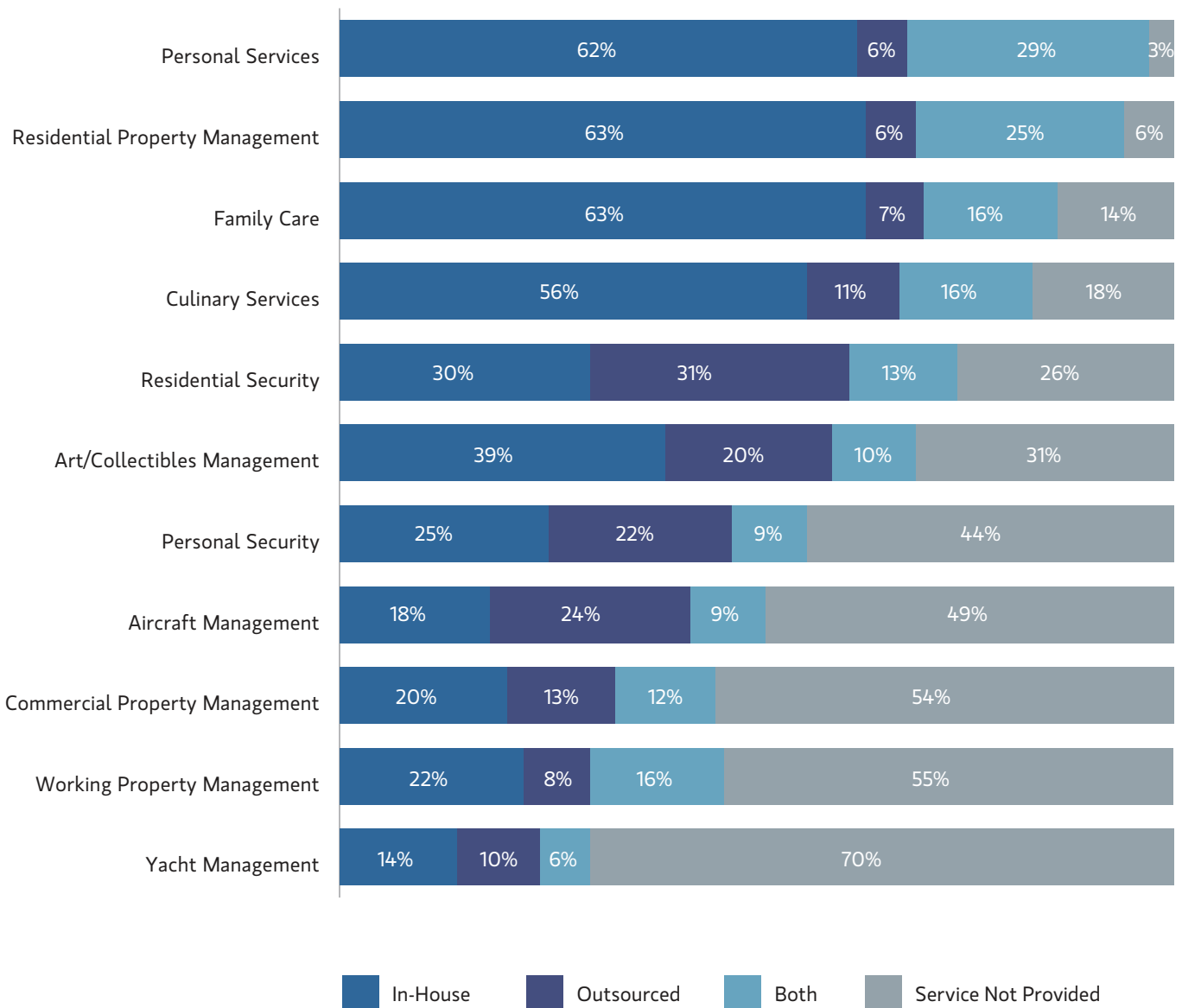


PROFILE OF PARTICIPANTS

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, family care services and culinary services.

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



Best Practices and Considerations

BEST PRACTICES AND CONSIDERATIONS

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

“Individuals and families of significant wealth often create and build unique personal service organizations that underpin the linkages between principals’ goals, vision and values with the complexity of family and personal lifestyle priorities and interests,” said Anne Lyons, founder and CEO of Tapestry Associates.

Staffing and Retention

Alignment of principal expectations and service needs with staffing levels can be critical to creating more effective and efficiently focused organizations. Hiring and retention of personal service professionals often reflect the balance between the personality of families and the unique “culture” surrounding their asset portfolios. A strong cultural fit may be necessary for teams to support the personal, confidential nature of service.

Whether adding new employees/staff development opportunities or seeking continuity for resource-/asset-related roles, David Gonzalez, owner and CEO of Domestic Placement Network, highlights critical retention-related best practices that include:

- Accurate classification of employees
- Defined, consistent HR processes (on- or off-boarding)
- Performance management (defined metrics, timely feedback/reviews, training, etc.)
- Providing benefits—Increasingly, either a stipend or a fully paid health insurance program is necessary to attract top employees

“Typically, families encounter one of two scenarios,” Gonzalez said. “The first is hiring well and getting ‘lucky’ with a qualified candidate on the lower end of the hiring budget. The second, and more likely, is to hire top talent away from other, often lucrative, opportunities. This takes a combination of strong compensation, benefits and a great workplace environment.”

Benefits

Increasingly, competitive benefits are generally essential to attract top employees. **Benefits that are popular with estate and household employees and are differentiators for employers 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
- **RETIREMENT**—401(k) plans with employer-matching can be a great recruiting and retention tool
- **CONTINUING EDUCATION and TRAINING**—Classes, seminars, conferences or other educational courses that provide employees with skills and professional growth opportunities
- **SCHEDULING**—Advance planning and notice of need-to-work holidays
- **STUDENT LOAN/EDUCATION REIMBURSEMENT**

BEST PRACTICES AND CONSIDERATIONS

Hiring Trends and Challenges

Today's hiring environment is one of the busiest of the past 20 years. With the pandemic impacts and increased demand for professional estate and household staff in a tight market, some employers are facing certain trends and challenges:

- **“Salaries, benefits and retention strategies have been driven to new heights for all roles, including traditional ‘domestic staff’ positions,”** said Judy Boerner-Rule, president of Tapestry Associates. As a result, there has been **increased interest in the family/personal service sector**, and many candidates are moving to this sector from more traditional corporate, yachting and luxury hospitality fields
- There is a **greater need for rigorous recruitment and hiring processes**. Certain employers are:
 - **Taking more time** to find suitable candidates
 - Conducting **more thorough screenings** (e.g., background investigations, psychometric testing, subject interviews, etc.)
 - **Focusing more on retention**, which includes ongoing evaluation of incumbents
- **Increased hybridization of traditional roles with more contemporary lifestyle needs**, such as executive personal assistant, estate operations manager, family personal assistants, household manager/executive housekeeper. This hybridization:
 - Attempts to cover a broad range of needs with as few staff as possible and offers elevated salaries
 - Enables families to justify a quality full-time hire instead of part-time, shared or outsourced agency support
 - Fewer “jack of all trades” positions – vastly differing roles (e.g., chef and nanny) are less likely to be combined
- **Increase in leadership positions that focus entirely on residential real estate leadership oversight** (e.g., acquisition, design, construction/renovation, project management, monetizing, divestiture, etc.)
- Coming out of the pandemic, some families have reassessed their lifestyles and service needs at various property locations. Wealth has increased for many, and those **families are willing to spend to meet their desire for an exceptional level of talent at all of their properties**
- **There has been a rise in vacation properties for families**. On top of the increased pay levels over the last two to three years, **families may need to spend more to compensate for the increased cost of living and real estate** in general in those areas. Popular areas that have seen a lot of expansion include Lake Tahoe, Jackson/Jackson Hole, Aspen, Missoula, Palm Desert/Palm Springs/Indian Wells, the Hamptons, Maine, South Florida and Atlanta

Hiring the right way may initially seem expensive, but it's more cost-effective long term. David Gonzalez says, **“This is an art, not a science. It's critical to gather the data and consult with experts. There's no one single resource to find all the answers, but it's important to understand the unique nuances and variables of your family's needs—get the hiring process right the first time.”**

BEST PRACTICES AND CONSIDERATIONS

“Personal services organizations ultimately reflect a family’s unique ‘ecosystem,’ and the organization and prioritization of how they manage their life, lifestyle and resources,” according to Judy Boerner-Rule. With priorities established, it is important to consider some of the significant, inherent risks around staffing considerations.

HR Compliance and Risk Mitigation

“Risk assessment and mitigation is a critical area of planning for families,” said Kate Norris, Managing Principal at Atténuer Risk. **“Successful individuals and families leverage and depend upon their household staff to assist them in operating their lives, homes and assets, but they often do not consider many of the embedded risks related to employee management and compensation.”**

Norris highlighted common red-flag areas on which to focus:

- **Misclassification of Employees**— Employees are not the same as independent contractors; compensate employees as such, with all federal, state and local taxes withheld
- **Failure To Comply With the Fair Labor Standards Act (FLSA)**— If employees are eligible for and work overtime, then pay overtime; any violation of rules around minimum wage and overtime pay can lead to unwanted consequences
- **Personal Trust and Privacy**— Develop and utilize household policies and nondisclosure agreements to manage expectations and mitigate risk or reputation damage
- **Mishandling Hiring/Onboarding Process**
- **Mishandling Employee Termination/Off-Boarding Process**
- **Improper or Incomplete Training**
- **Workers’ Compensation (varies by state)**

Families must be cautious with compensation practices that violate FLSA guidelines. For example, of the 30 jobs included in this survey, overtime pay is reported for only one-third. Of all incumbents reported, only 3.3% had overtime pay reported/are eligible for overtime pay.

Additionally, there are perceived differences between professional services and domestic help that have contributed to a common practice of under reporting compensation, including hourly wages and bonuses, especially for child care, housekeeping and groundskeeping roles. If families do not pay or report estate and household staff compensation in compliance with FLSA guidelines, they are susceptible to several risks, including but not limited to:

- Potentially being sued by employees or the Department of Labor
- Civil penalties and damages, in addition to back pay
- Criminal prosecution for willful violations
- Enormous public relations and reputational risk

BEST PRACTICES AND CONSIDERATIONS

HR Compliance and Risk Mitigation (*Continued*)

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 all employment-related laws and regulations.

“In today’s increasingly complex employment-law landscape, employers have a lot to manage to stay out of hot water: tracking hours worked and correctly applying wage and hour law; processing payroll with proper deductions and taxes; staying up to date on required benefits, taxes and other employment laws at the federal, state, county and city levels, among a slew of other legal, financial and administrative responsibilities,” said Rachel Green, CEO of TEAM Risk Management Strategies. “Even one small misstep can result in an employment claim or lawsuit, which can be time-consuming, costly and reputationally damaging.”

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. At 55%, the majority of participants indicated that there is not a defined strategy used for establishing pay levels or guiding compensation decisions.

The existence of a compensation strategy appears to result in more competitive pay levels. Where a compensation strategy was reported, employees are paid 3% higher than survey average compensation; where a compensation strategy is lacking, employees are paid 4% less than survey averages.

Compensation Strategy	Percent	Market Position
Yes	45%	3%
No	55%	-4%

Salary Increases

The majority of participating families adjust salaries annually.

69% of estate and household staff received salary increases in 2022

Overall, U.S. salary increase projections for 2022 were 3%-4%, as reported by WorldatWork.*

Reported increases for estate and household staff outpaced the general U.S. market for many incumbents, with *salary increases of more than 5% reported for:*

45% of MANAGEMENT MANAGEMENT SALARY INCREASES

Executive/Management Salary Increases	Percent Receiving
Less Than 3%	11%
3%–5%	43%
6%–10%	28%
More Than 10%	17%

36% of STAFF STAFF SALARY INCREASES

Staff Salary Increases	Percent Receiving
Less Than 3%	20%
3%–5%	43%
6%–10%	26%
More Than 10%	10%

* WorldatWork: 2021-2022 Salary Budget Survey; January 2022 Salary Budget Quick Poll

COMPENSATION PRACTICES AND TRENDS

Annual Incentive and Bonus Compensation

<p>ANNUAL INCENTIVE</p> <p>Structured plan that typically involves predetermined opportunity levels, performance targets and measures.</p>	<p>VS.</p>	<p>BONUS</p> <p>Discretionary in timing and nature; may not reflect defined opportunity levels or performance measures.</p>
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PERCENT RECEIVING BONUSES FOR 2021 PERFORMANCE

Overall, **71%** report employees were awarded bonus compensation.*

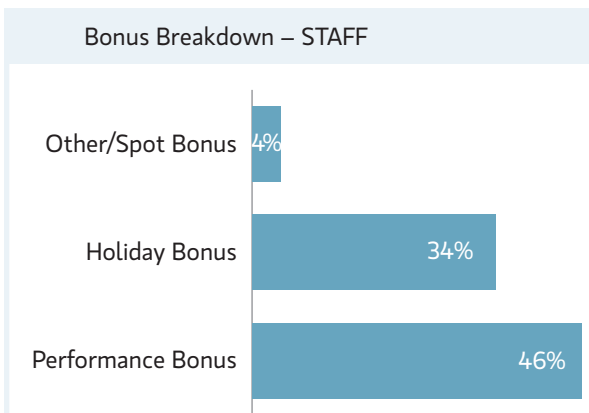
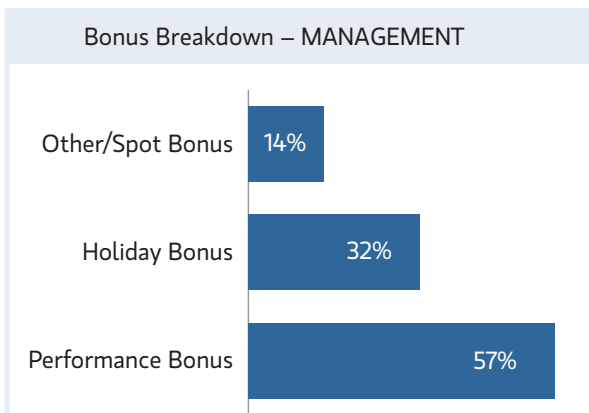
*Comprising performance bonuses, holiday bonuses and spot/other bonuses

Participants reported bonuses were awarded to:

74% of MANAGEMENT

69% of STAFF

Performance bonuses were the most-used form for both management and staff.



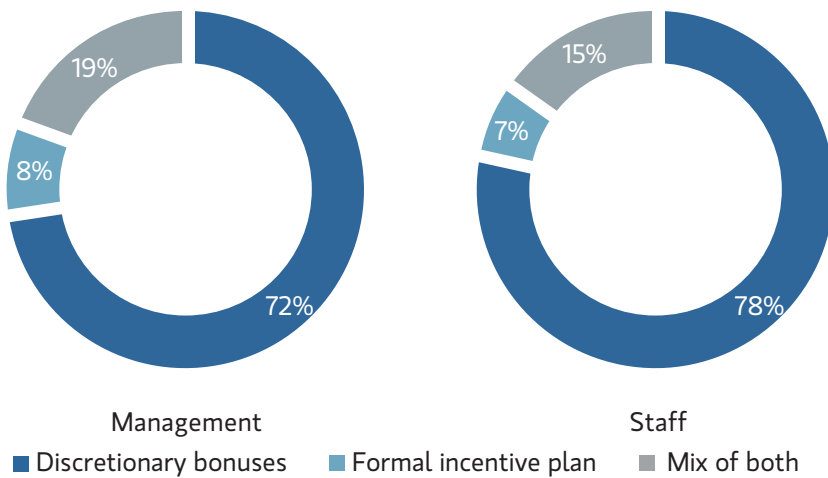
COMPENSATION PRACTICES AND TRENDS

Annual Incentive and Bonus Compensation

Bonus Determination

While the reported use of discretionary-only bonuses is high, families can potentially better drive performance outcomes with a more defined structure in place versus using only discretionary bonuses.

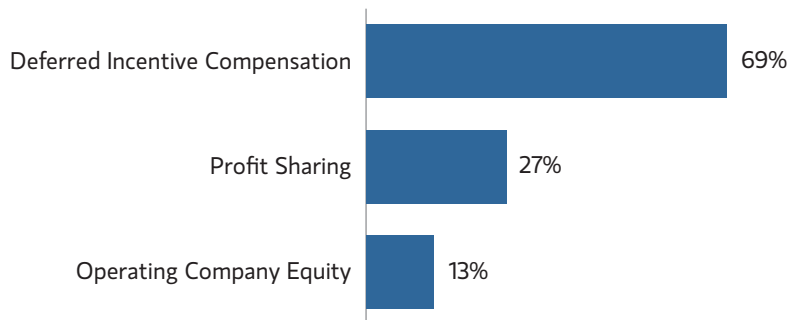
A more structured incentive plan can be used to create alignment between the family’s expectations and the efforts of estate and household staff. Additionally, incentives can be an effective retention tool.



COMPENSATION PRACTICES AND TRENDS

Long-Term Incentive (LTI) Compensation

25% of participants report the use of long-term incentives as part of their compensation structure. Of those families providing LTI awards, more than two-thirds use deferred incentive compensation plans.



LTI Practices and Considerations

Families have considerable flexibility to match the appropriate LTI structures with their compensation philosophy. Generally, the most effective plans balance perspectives, align family goals and create a retention mechanism for participants. LTI plan documentation can be a critical step to ensure proper understanding and communication of performance expectations, awards and payouts.

LTI PLAN TYPES AND PRACTICES

Deferred Incentive Compensation

- Incentive compensation opportunity that is based on longer-term performance and typically vests over time and pays out in the future
- Can be implemented alongside a nonqualified deferred compensation plan, which will allow participants to defer payouts to assist with tax planning

Profit Sharing

- Formally defined annual or long-term performance and reward plan that often allows employees to participate in gains
- Commonly used as a retention and recruiting tool

Operating Company Equity

- Stock awards or other company equity
- Phantom/synthetic equity is a stock equivalent that provides some of the benefits of stock ownership; sometimes referred to as "shadow stock"

COMPENSATION PRACTICES AND TRENDS

Pay vs. Family Characteristics

There is a correlation between pay and multiple characteristics reported by participants, including:

- Staff Size
- Tenure
- Number of Properties
- Number of Families

The tables below illustrate how pay levels (compared to survey average pay levels) increase with complexity and time working with the family.

Number of Staff Distribution	51+ Staff	21-50 Staff	11-20 Staff	6-10 Staff	1-5 Staff
Distribution	6%	7%	20%	22%	45%
Pay Compared to Survey Average	+18%	+6%	+5%	+4%	-6%

Number of Properties	11+ Locations	6-10 Locations	2-5 Locations	1 Location
Distribution of Participants	6%	9%	64%	21%
Pay Compared to Survey Average	+27%	+12%	-1%	-6%

Number of Families Supported	6+ Families	2-5 Families	1 Family
Distribution of Participants	7%	34%	59%
Pay Compared to Survey Average	+19%	-1%	-1%

Families should note that pay for less tenured (0-2 years) staff exceeds survey average pay levels for more experienced (3-25 years) staff, particularly in the 6-to-10-year category.

This could leave more experienced staff vulnerable to being recruited by other families.

Tenure With Family	26+ Yrs	11-25 Yrs	6-10 Yrs	3-5 Yrs	0-2 Yrs
Distribution of Participants	3%	18%	20%	23%	36%
Pay Compared to Survey Average	+14%	+2%	-3%	+2%	+3%

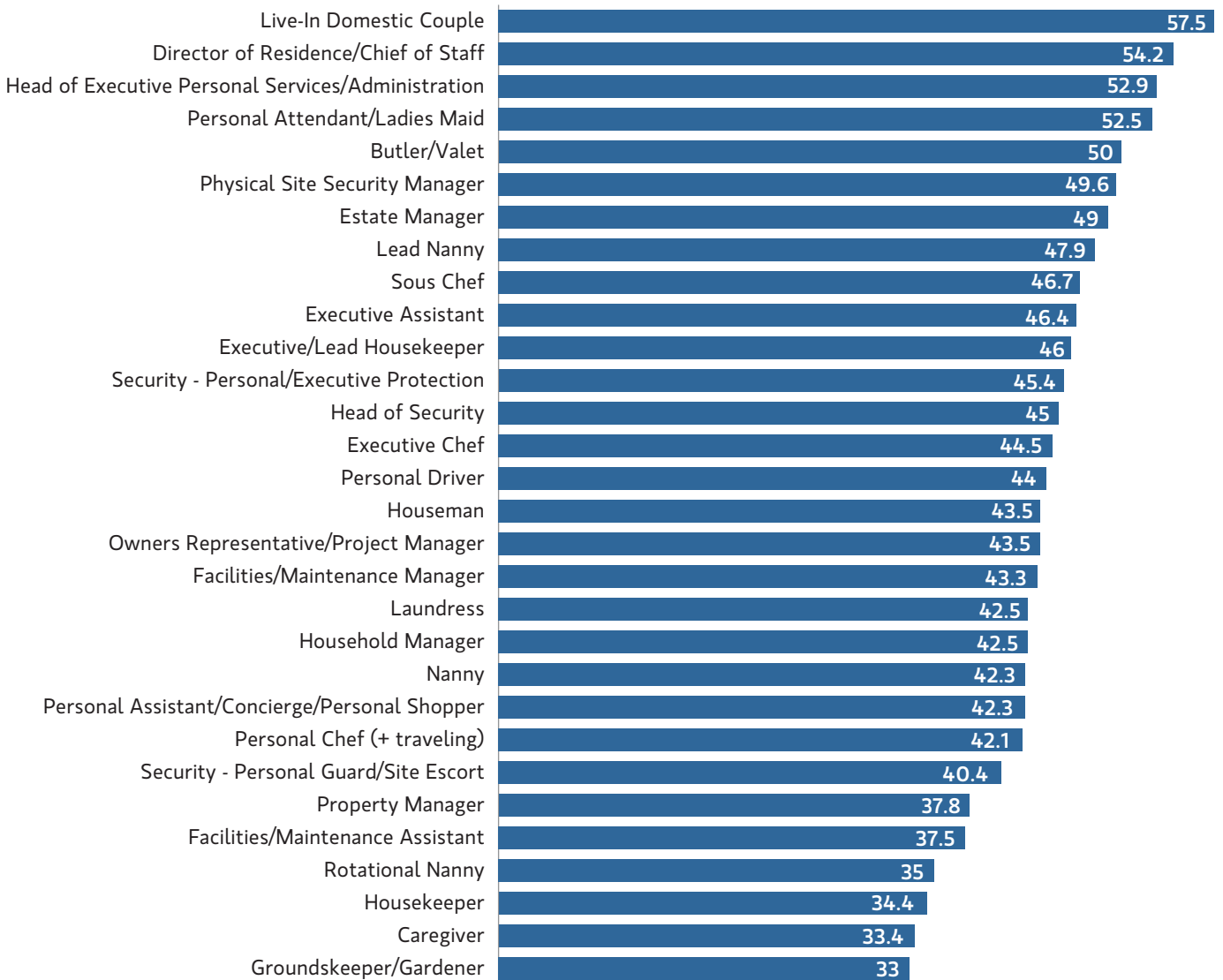
COMPENSATION PRACTICES AND TRENDS

Average Weekly Work Hours

Participants report average work hours per week as:

47.9 hours for MANAGEMENT

41.1 hours for STAFF



COMPENSATION PRACTICES AND TRENDS

Overtime

Participants reported overtime pay for only **11** of the included positions.

Job Title	Overtime
Butler/Valet	11%
Nanny	9%
Lead Nanny	6%
Estate Manager	6%
Housekeeper	6%
Director of Residence/Chief of Staff	5%
Executive/Lead Housekeeper	4%
Personal Assistant/Concierge/Personal Shopper	4%
Executive Chef	4%
Household Manager	3%
Personal Chef (Plus traveling)	2%
Head of Executive Personal Services/Administration	0%
Executive Assistant	0%
Personal Driver	0%
Houseman	0%
Personal Attendant/Ladies Maid	0%
Laundress	0%
Rotational Nanny	0%
Caregiver	0%
Sous Chef	0%
Owners Representative/Project Manager	0%
Property Manager	0%
Live-In Domestic Couple	0%
Facilities/Maintenance Manager	0%
Facilities/Maintenance Assistant	0%
Groundskeeper/Gardener	0%
Head of Security	0%
Physical Site Security Manager	0%
Security-Personal/Executive Protection	0%
Security-Personal Guard/Site Escort	0%

COMPENSATION PRACTICES AND TRENDS

Housing

Participants report that **Live-In Domestic Couple** is the only position where housing is typically provided, with 88% receiving housing. However, it is not uncommon for some other positions, highlighted below, to also receive housing.

Job Title	Housing
Live-In Domestic Couple	88%
Butler/Valet	33%
Sous Chef	33%
Executive Chef	32%
Property Manager	30%
Rotational Nanny	29%
Facilities/Maintenance Manager	27%
Estate Manager	26%
Nanny	24%
Director of Residence/Chief of Staff	21%
Executive/Lead Housekeeper	20%
Lead Nanny	18%
Personal Driver	17%
Personal Chef (Plus traveling)	17%
Personal Attendant/Ladies Maid	17%
Head of Executive Personal Services/Administration	16%
Owners Representative/Project Manager	15%
Houseman	15%
Household Manager	14%
Physical Site Security Manager	13%
Facilities/Maintenance Assistant	10%
Housekeeper	9%
Security - Personal/Executive Protection	9%
Personal Assistant/Concierge/Personal Shopper	9%
Executive Assistant	8%
Laundress	6%
Caregiver	0%
Groundskeeper/Gardener	0%
Head of Security	0%
Security - Personal Guard/Site Escort	0%

Understanding Compensation Market Data

COMPENSATION

Drivers

Compensation is a significant expense for families, requiring careful review.

Providing compensation that is appropriate for the level of responsibility and competitive from both an industry and geographic perspective can be key to recruiting and retaining estate and household staff.

What drives compensation in a family office? As in most companies, compensation opportunity is a function of:

COMPETITIVE MARKET

- Geography
- Industries or roles from which employees may be recruited



PERFORMANCE

- Of the individual in the role

FAMILY CHARACTERISTICS

- Family compensation philosophy
- Number of properties, family members supported



THE POSITION ITSELF

- Level of responsibility
- Scope of position
- Decision-making authority

COMPENSATION

Components

The components included in an individual’s compensation package can vary considerably, even within a family, based on several factors.

LEVEL OF THE POSITION

Strategic positions generally have more components and more risk.

FOCUS OF THE ROLE

Estate management vs. security vs. household.

SOPHISTICATION OF INFRASTRUCTURE

Some families are better equipped to establish annual incentive targets and metrics versus paying discretionary, subjective bonuses.

Smaller families or household roles generally have less complex programs in comparison to larger families. However, this may not always be the case.

Typical compensation structures in a family office consist of:



COMPENSATION

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.”

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

COMPENSATION

Methodology

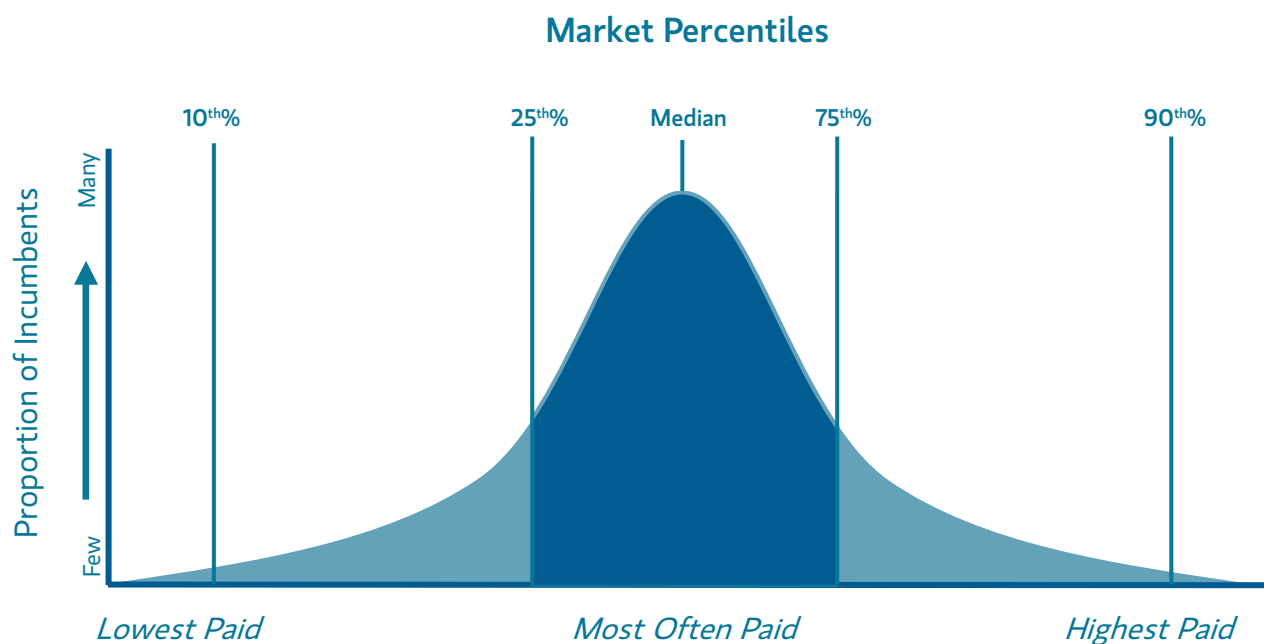
Data Considerations and Presentation

A range of market data is presented from the 25th to the 75th percentiles for the following compensation components for each role:

- Base pay
- Total cash compensation
- Total bonus

When viewing market data percentiles, consider the following:

- The range around market median represents where most are paid
- There are fewer instances as you move to the lower or upper quartiles of the market



Generally, a range of +/- 20% above or below market median is considered competitive. This concept can also be applied to the family office compensation strategy, or targeted market position.

COMPENSATION

Definitions

The following data is reported for included roles:

Base Pay—Annual: Base pay expressed as an annual salary; annualized for any incumbents paid hourly and adjusted to full time for incumbents reported with fewer than 40 hours per week

Base Pay—Hourly: Base pay expressed as an hourly rate, reported only for positions more likely to be paid on an hourly basis

Total Cash: Annual base pay plus bonuses

Total Bonus: The total of all bonuses reported, including performance, holiday, spot and other reported bonuses

COMPENSATION

Geographic

Geographic Considerations

Across all industries, compensation levels in most U.S. cities fall within 5% of the national average.

Families typically recruit highly skilled talent from a national labor pool, resulting in less downward pressure on compensation in areas where lower-level roles may fall below the national average. Staff roles typically reflect a more local or regional labor market and may reflect both higher and lower differentials than management.

There are some exceptionally high-cost-of-living locations where premiums are common. In these regions, the geographic differential for staff-level jobs may often be higher than for management.

Geographic Differentials

As survey data is not sufficient to calculate local market differentials across roles, we compared broader national compensation data* for similar roles to cities where the majority of participants are located. Premiums are not consistent from city to city, so it is important to understand practices within a local market.

The premiums listed are presented to assist families in determining how the national survey data in this survey can be adjusted for various locations. The reported locations only include those metropolitan areas with variances of more than 5% from the national average.

While these differentials are broadly accurate, there are circumstances where adequate data may not exist to reflect unique market conditions for specific roles.

City	Differential
San Francisco, CA	15% - 25%
San Jose/Silicon Valley, CA	15% - 25%
New York City, NY	15% - 20%
Boston, MA	10% - 15%
Los Angeles, CA	10% - 15%
Seattle, WA	10% - 15%
Chicago, IL	5% - 10%
Denver, CO	5% - 10%
Hawaii	5% - 10%
New York/Hamptons, NY	5% - 10%
Santa Barbara/Ventura, CA	5% - 10%
South Florida	5% - 10%
Stamford/Greenwich, CT	5% - 10%
Washington, D.C.	5% - 10%

*Payfactors geographic reporting

Compensation Detail by Position

Market Data

Director of Residence/Chief of Staff

Direct line of communication to principals, oversees residential portfolio management, personal service delivery, HR, security, collections, technology and finance. Liaises between family, family office and business office. Manages assets, capital projects, design and construction, and special projects as assigned. Oversees the management of planes, yachts, etc.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	80	\$118,750	\$180,000	\$206,290	\$251,750
Total Cash (Base Pay Plus All Bonuses)	80	\$118,750	\$189,000	\$229,319	\$278,375

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	68%	\$13,500	\$25,000	\$33,690	\$47,500

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	68%	9%	14%	15%	19%

Overtime – % Receiving	5%
Average Hours per Week	54.2
Housing – % Receiving	21%

Market Data

Estate Manager

Manages one or more households and their personal property and service staff. Reports either to the director of residence/ chief of staff or directly to the principals. Manages and trains onsite employees and vendors. Oversees interior, exterior and grounds maintenance, finances, HR, and family lifestyle needs.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	172	\$94,917	\$125,000	\$136,520	\$165,179
Total Cash (Base Pay Plus All Bonuses)	172	\$94,917	\$130,000	\$151,830	\$181,179

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	81%	\$5,000	\$10,000	\$18,023	\$20,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	81%	4%	9%	12%	15%

Overtime – % Receiving	6%
Average Hours per Week	49
Housing – % Receiving	26%

Market Data

Head of Executive Personal Services/Administration

Provides direct support to the principal and may also manage other administrative functions. Other areas managed may include travel, creative services, children/family, events, gifting and front office, including reception and office management.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	44	\$38.22	\$48.08	\$59.22	\$72.12
Base Pay – Annual (Excluding Overtime)	44	\$79,500	\$100,000	\$123,170	\$150,000
Total Cash (Base Pay Plus All Bonuses)	44	\$79,500	\$103,750	\$139,345	\$163,075

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	73%	\$4,375	\$10,000	\$22,240	\$20,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	73%	3%	10%	15%	16%

Overtime – % Receiving	0%
Average Hours per Week	53
Housing – % Receiving	16%

Market Data

Executive Assistant

Assists principals with managing complex schedules and communication; reviewing, prioritizing and responding to emails; answering and returning phone calls; organizing documents; performing research; preparing meeting materials; and maintaining records. Manages complex travel planning. Travels with principals as required.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	73	\$39.42	\$52.88	\$52.56	\$65.55
Base Pay – Annual (Excluding Overtime)	73	\$82,000	\$110,000	\$109,320	\$136,350
Total Cash (Base Pay Plus All Bonuses)	73	\$82,000	\$113,600	\$119,037	\$146,350

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	75%	\$3,800	\$10,000	\$12,897	\$15,500

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	75%	5%	10%	11%	15%

Overtime – % Receiving	0%
Average Hours per Week	46
Housing – % Receiving	8%

Market Data

Personal Assistant/Concierge/Personal Shopper

Assists principals with their day-to-day lives, including calendar scheduling, communications, event and reservation coordination, personal errands, wardrobe, and gift and travel management. Travels with principals as required.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	71	\$34.13	\$43.27	\$45.47	\$56.73
Base Pay – Annual (Excluding Overtime)	71	\$71,000	\$90,000	\$94,584	\$118,000
Total Cash (Base Pay Plus All Bonuses)	71	\$71,000	\$90,003	\$101,546	\$124,750

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	73%	\$2,000	\$5,000	\$9,246	\$10,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	73%	2%	6%	9%	10%

Overtime – % Receiving	4%
Average Hours per Week	42
Housing – % Receiving	9%

Market Data

Personal Driver

Responsible for transporting the principal(s) as instructed. Also includes maintenance of the vehicle(s).

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	30	\$32.19	\$44.47	\$44.78	\$57.02
Base Pay – Annual (Excluding Overtime)	30	\$66,950	\$92,500	\$93,139	\$118,600
Total Cash (Base Pay Plus All Bonuses)	30	\$66,950	\$92,500	\$100,623	\$126,975

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	70%	\$3,500	\$7,500	\$10,690	\$13,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	70%	4%	10%	11%	14%

Overtime – % Receiving	0%
Average Hours per Week	44
Housing – % Receiving	17%

Market Data

Household Manager

Attends to family needs and calendars, oversees interior household staff, manages household (including culinary, housekeeping, supplies, personal items, wardrobe, pets, decor, vehicles, etc.). Coordinates household expenses, mail, home and car maintenance, and contractors, and supports personal travel, special events and gifting.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	58	\$80,000	\$100,000	\$105,457	\$125,000
Total Cash (Base Pay Plus All Bonuses)	58	\$80,000	\$100,150	\$111,801	\$132,000

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	76%	\$2,225	\$5,500	\$8,022	\$10,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	76%	3%	6%	7%	10%

Overtime – % Receiving	3%
Average Hours per Week	43
Housing – % Receiving	14%

Market Data

Executive/Lead Housekeeper

Oversees all aspects of general housekeeping for either single or multiple properties. Maintains residence for principal or guest readiness, manages laundry, and organizes and maintains inventories. Supervises work activities of housekeeping personnel and vendors but is also often very hands-on.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	46	\$33.74	\$38.61	\$42.26	\$48.80
Base Pay – Annual (Excluding Overtime)	46	\$70,172	\$80,300	\$87,904	\$101,500
Total Cash (Base Pay Plus All Bonuses)	46	\$70,172	\$80,802	\$95,041	\$112,375

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	74%	\$5,000	\$7,250	\$9,067	\$10,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	74%	5%	8%	10%	11%

Overtime – % Receiving	4%
Average Hours per Week	46
Housing – % Receiving	20%

Market Data

Housekeeper

Performs all aspects of general housekeeping and deep cleaning for a residence. Maintains residence for principal and guest readiness, manages laundry, and organizes and maintains household supply and personal inventories.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	139	\$25.00	\$31.50	\$36.40	\$40.00
Base Pay – Annual (Excluding Overtime)	139	\$52,000	\$65,520	\$75,718	\$83,200
Total Cash (Base Pay Plus All Bonuses)	139	\$52,000	\$65,520	\$77,913	\$84,450

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	55%	\$1,000	\$2,500	\$3,665	\$5,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	55%	1%	3%	5%	7%

Overtime – % Receiving	6%
Average Hours per Week	34
Housing – % Receiving	9%

Market Data

Houseman

Responsible for interior/exterior maintenance and cleanliness. Assists housekeeping in moving heavy items, inventory, organization and cleaning. Maintains outside patio furniture, assists with pet care, and family recreational needs, and runs errands for the family and estate manager.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	36	\$28.85	\$35.00	\$36.30	\$43.27
Base Pay – Annual (Excluding Overtime)	36	\$60,000	\$72,800	\$75,500	\$90,000
Total Cash (Base Pay Plus All Bonuses)	36	\$60,000	\$72,800	\$80,266	\$94,435

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	72%	\$2,500	\$3,838	\$6,598	\$5,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	72%	3%	6%	8%	10%

Overtime – % Receiving	0%
Average Hours per Week	44
Housing – % Receiving	15%

Market Data

Personal Attendant

Serves as a personal attendant/maid to the female principal. Responsibilities include personal care, maintaining the principal's wardrobe, coordinating/laying out clothes, serving meals when required, keeping the principal's quarters tidy and caring for garments. Travels with the principal and acts as assistant in all arrangements, before and during travel.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	6	\$19.83	\$35.34	\$34.10	\$42.91
Base Pay – Annual (Excluding Overtime)	6	\$41,250	\$73,500	\$70,927	\$89,250
Total Cash (Base Pay Plus All Bonuses)	6	\$41,250	\$77,750	\$77,843	\$101,875

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	83%	\$5,000	\$9,000	\$8,300	\$9,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	83%	10%	10%	13%	14%

Overtime – % Receiving	0%
Average Hours per Week	53
Housing – % Receiving	17%

Market Data

Butler/Valet

Oversees household staff. Duties may include supervising the reception of visitors, training and organizing staff, assisting with security measures, packing and travel preparations, assisting with planning/organizing events in the home, serving meals and drinks, and related wait services. May serve as a personal valet to the household. Often travels in advance of or with the principal.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	9	\$43.75	\$55.29	\$53.85	\$64.90
Base Pay – Annual (Excluding Overtime)	9	\$91,000	\$115,000	\$112,017	\$135,000
Total Cash (Base Pay Plus All Bonuses)	9	\$91,000	\$125,000	\$125,928	\$151,000

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	78%	\$6,250	\$10,000	\$15,743	\$28,750

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	78%	5%	18%	15%	20%

Overtime – % Receiving	11%
Average Hours per Week	50
Housing – % Receiving	33%

Market Data

Laundress

Focuses on laundry, steaming, ironing, using a linen press, and caring for fine and delicate fabrics.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	18	\$25.00	\$30.60	\$29.98	\$34.50
Base Pay – Annual (Excluding Overtime)	18	\$52,000	\$63,648	\$62,356	\$71,760
Total Cash (Base Pay Plus All Bonuses)	18	\$52,000	\$63,648	\$64,115	\$74,660

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	67%	\$650	\$2,500	\$2,638	\$4,250

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	67%	1%	4%	4%	7%

Overtime – % Receiving	0%
Average Hours per Week	43
Housing – % Receiving	6%

Market Data

Lead Nanny

Acts as the household, lifestyle and education manager for the children. Responsible for managing other child care staff working in the household, private tutors, and logistical issues that may arise.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	17	\$36.06	\$46.15	\$47.42	\$57.69
Base Pay – Annual (Excluding Overtime)	17	\$75,000	\$96,000	\$98,628	\$120,000
Total Cash (Base Pay Plus All Bonuses)	17	\$75,000	\$96,003	\$105,952	\$127,000

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	76%	\$2,500	\$5,000	\$5,731	\$7,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	76%	3%	5%	6%	6%

Overtime – % Receiving	6%
Average Hours per Week	48
Housing – % Receiving	18%

Market Data

Nanny

Cares for child or children in a private home, overseeing their recreation, diet, health, environment and safety. Instructs children in foreign languages, good health and personal habits. Arranges parties, outings and picnics for children. May be live-in or live-out.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	35	\$28.42	\$35.00	\$36.95	\$44.13
Base Pay – Annual (Excluding Overtime)	35	\$59,120	\$72,800	\$76,857	\$91,800
Total Cash (Base Pay Plus All Bonuses)	35	\$59,120	\$72,800	\$85,400	\$96,550

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	66%	\$2,250	\$4,000	\$9,957	\$7,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	66%	3%	4%	12%	11%

Overtime – % Receiving	9%
Average Hours per Week	42
Housing – % Receiving	24%

Market Data

Rotational Nanny

Responsibilities of a nanny, including night shift. Rotational nanny typically works 24/7 for either one week on and one week off or two weeks on and two weeks off.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	7	\$27.00	\$35.00	\$36.25	\$46.56
Base Pay – Annual (Excluding Overtime)	7	\$56,160	\$72,800	\$75,403	\$96,850
Total Cash (Base Pay Plus All Bonuses)	7	\$56,160	\$72,800	\$75,724	\$96,975

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	29%	\$688	\$1,125	\$1,125	\$1,563

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	29%	1%	2%	2%	3%

Overtime – % Receiving	0%
Average Hours per Week	35
Housing – % Receiving	29%

Market Data

Caregiver

Assists in providing in-home care for elderly, convalescent or disabled patients. Duties may include cleaning bed linens, laundry and patient's quarters; buying and preparing food for and serving food to patient, following special diet; and assisting patient into and out of bed, automobile and wheelchair, to the lavatory, and up and down stairs.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	16	\$20.74	\$22.00	\$27.37	\$29.39
Base Pay – Annual (Excluding Overtime)	16	\$43,144	\$45,760	\$56,925	\$61,124
Total Cash (Base Pay Plus All Bonuses)	16	\$43,144	\$45,760	\$56,925	\$61,124

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	0%	–	–	–	–

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	0%	–	–	–	–

Overtime – % Receiving	0%
Average Hours per Week	33
Housing – % Receiving	0%

Market Data

Executive Chef

Responsible for all aspects of the kitchen. Monitors the quality of ingredients and food, follows all food safety regulations, create menus, and coordinates the entire kitchen. Hires and trains kitchen staff. Typically has high-end experience in the culinary field as well as a bachelor's degree in the culinary arts.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	27	\$98,000	\$150,000	\$140,210	\$175,953
Total Cash (Base Pay Plus All Bonuses)	27	\$98,000	\$157,000	\$153,990	\$193,453

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	78%	\$6,000	\$15,000	\$16,288	\$20,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	78%	7%	10%	12%	17%

Overtime – % Receiving	4%
Average Hours per Week	45
Housing – % Receiving	32%

Market Data

Personal Chef (plus Traveling)

Prepares at-home meals and travels with family as requested. Customizes meal plans according to family members' dietary needs and preferences. May shop for the items and prepare, plate and serve the meal, in addition to cleaning up the kitchen. Typically has a degree in culinary arts.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	42	\$88,125	\$106,000	\$111,886	\$135,357
Total Cash (Base Pay Plus All Bonuses)	42	\$88,125	\$109,000	\$119,050	\$146,507

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	83%	\$3,000	\$7,500	\$8,026	\$12,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	83%	3%	7%	7%	11%

Overtime – % Receiving	2%
Average Hours per Week	42
Housing – % Receiving	17%

Market Data

Sous Chef

Second in command in the kitchen, acts as an assistant to the executive chef. Prepares food and maintains an organized workspace. Monitors inventory and orders supplies when necessary. Implements and follows health and safety regulations, and makes sure all staff are trained and follow protocols. May have responsibility for other kitchen staff.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	6	\$30.39	\$52.37	\$45.27	\$57.09
Base Pay – Annual (Excluding Overtime)	6	\$63,214	\$108,929	\$94,167	\$118,750
Total Cash (Base Pay Plus All Bonuses)	6	\$67,589	\$121,429	\$105,833	\$136,000

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	83%	\$10,000	\$15,000	\$14,000	\$20,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	83%	9%	15%	13%	15%

Overtime – % Receiving	0%
Average Hours per Week	47
Housing – % Receiving	33%

Market Data

Owners Representative/Project Manager

Represents the interests of the principal. Negotiates contracts, coordinates and oversees schedules, budgets and quality controls with architects, general contractors, interior designers and specialty consultants.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	20	\$100,000	\$150,000	\$159,850	\$185,550
Total Cash (Base Pay Plus All Bonuses)	20	\$100,000	\$155,000	\$170,900	\$206,550

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	70%	\$5,625	\$17,500	\$15,786	\$22,375

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	70%	6%	11%	10%	16%

Overtime – % Receiving	0%
Average Hours per Week	44
Housing – % Receiving	15%

Market Data

Property Manager

Controls residential properties within organization for the principal. Oversees and coordinates property and landscape maintenance, security plans and issues. Attends public meetings on behalf of employer and secures needed permitting and approvals. Reports to principal concerning all ongoing projects and expenditures.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	33	\$90,000	\$104,000	\$110,298	\$135,200
Total Cash (Base Pay Plus All Bonuses)	33	\$90,000	\$104,000	\$114,474	\$140,700

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	64%	\$500	\$5,000	\$6,562	\$10,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	64%	1%	6%	6%	8%

Overtime – % Receiving	0%
Average Hours per Week	38
Housing – % Receiving	30%

Market Data

Live-In Domestic Couple

Responsibilities are generally split between a couple. One focuses on household management, housekeeping, culinary needs, organizing and provisions. The other focuses on providing property management support, including maintenance and upkeep of equipment, grounds and vehicles. The couple provides general bookkeeping support and other services needed to keep the property running smoothly.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	8	\$122,850	\$175,000	\$164,225	\$200,000
Total Cash (Base Pay Plus All Bonuses)	8	\$122,850	\$180,000	\$175,475	\$212,500

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	50%	\$10,000	\$15,000	\$22,500	\$27,500

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	50%	9%	12%	14%	16%

Overtime – % Receiving	0%
Average Hours per Week	58
Housing – % Receiving	88%

Market Data

Facilities/Maintenance Manager

Responsible for preventative maintenance, repair and purchasing of equipment, mechanical systems, appliances, fixtures, and finishes in and around properties. Assists with the coordination and/or supervision of vendors. Performs general cleaning duties for outdoor areas and equipment. Assists household staff in various other non-facilities-related duties and errands as needed.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	28	\$34.30	\$41.59	\$43.42	\$49.01
Base Pay – Annual (Excluding Overtime)	28	\$71,346	\$86,500	\$90,307	\$101,940
Total Cash (Base Pay Plus All Bonuses)	28	\$71,346	\$86,500	\$94,235	\$106,940

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	43%	\$4,500	\$9,000	\$9,167	\$11,250

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	43%	5%	8%	9%	10%

Overtime – % Receiving	0%
Average Hours per Week	43
Housing – % Receiving	27%

Market Data

Facilities/Maintenance Assistant

Performs general maintenance duties, including furniture and fixtures repair, light plumbing and electrical work, painting, routine maintenance, home systems, and routine inspections. Uses and maintains tools, equipment and supplies.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	22	\$17.46	\$25.37	\$25.68	\$29.50
Base Pay – Annual (Excluding Overtime)	22	\$36,322	\$52,760	\$53,411	\$61,360
Total Cash (Base Pay Plus All Bonuses)	22	\$36,322	\$52,760	\$54,729	\$62,110

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	32%	\$2,500	\$3,000	\$4,143	\$5,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	32%	4%	5%	6%	7%

Overtime – % Receiving	0%
Average Hours per Week	38
Housing – % Receiving	10%

Market Data

Groundskeeper/Gardener

Duties include maintaining all plants, trees, lawns and landscaping. Operates gardening power tools. Maintains irrigation system, exterior lighting, gardener's shed, firewood supply, surface drains, pools and water features.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	47	\$22.25	\$28.85	\$31.11	\$34.81
Base Pay – Annual (Excluding Overtime)	47	\$46,280	\$60,000	\$64,713	\$72,400
Total Cash (Base Pay Plus All Bonuses)	47	\$46,280	\$60,000	\$67,172	\$73,650

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	47%	\$1,000	\$2,250	\$5,254	\$5,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	47%	1%	4%	6%	8%

Overtime – % Receiving	0%
Average Hours per Week	33
Housing – % Receiving	0%

Market Data

Head of Security

Responsible for all aspects of physical and property security for the principal. Duties include risk assessment; developing and implementing security and emergency preparedness policies, protocols and procedures; developing work schedules; allocating tasks; and supervising, recruiting and training security personnel, both employed and outsourced.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	10	\$85,000	\$110,000	\$112,041	\$146,250
Total Cash (Base Pay Plus All Bonuses)	10	\$85,250	\$113,750	\$117,841	\$155,000

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	70%	\$5,000	\$6,000	\$8,286	\$11,500

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	70%	6%	7%	8%	11%

Overtime – % Receiving	0%
Average Hours per Week	45
Housing – % Receiving	0%

Market Data

Physical Site Security Manager

Responsible for developing and enforcing wide-scale protections and contingencies to prevent security breaches and loss of property. Oversees and directs the activities of security guards, both employed and outsourced.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	8	\$77,500	\$93,000	\$101,720	\$149,820
Total Cash (Base Pay Plus All Bonuses)	8	\$77,500	\$96,500	\$105,345	\$154,820

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	63%	\$5,000	\$5,000	\$5,800	\$5,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	63%	6%	6%	7%	8%

Overtime – % Receiving	0%
Average Hours per Week	50
Housing – % Receiving	13%

Market Data

Security – Personal/Executive Protection

Responsible for protective programs, including personal protection, residence and event security, transportation (ground, air and maritime), protocol, personal assistance, and special projects. Travels with and accompanies the principal, often 24/7.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Annual (Excluding Overtime)	12	\$97,500	\$122,347	\$115,523	\$139,564
Total Cash (Base Pay Plus All Bonuses)	12	\$97,500	\$122,347	\$116,940	\$139,564

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	17%	\$5,250	\$8,500	\$8,500	\$11,750

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	17%	6%	9%	9%	12%

Overtime – % Receiving	0%
Average Hours per Week	45
Housing – % Receiving	9%

Market Data

Security – Personal Guard/Site Escort

Responsible for the personal safety of the principal, family and guests. Duties include authorizing the entrance of people/vehicles, securing the premises, monitoring surveillance, inspecting and patrolling the premises, reporting any suspicious behaviors and happenings, and ensuring NDA compliance.

All Participants	Number of Incumbents	25th %tile	Median	Average	75th %tile
Base Pay – Hourly (Excluding Overtime)	9	\$24.04	\$30.00	\$33.72	\$48.08
Base Pay – Annual (Excluding Overtime)	9	\$50,000	\$62,400	\$70,147	\$100,000
Total Cash (Base Pay Plus All Bonuses)	9	\$50,000	\$62,900	\$75,202	\$104,000

Bonuses – Those Receiving \$	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	78%	\$1,000	\$2,000	\$6,500	\$8,000

Bonuses – Those Receiving % of Base	% Receiving	25th %tile	Median	Average	75th %tile
Total Bonus	78%	2%	3%	7%	9%

Overtime – % Receiving	0%
Average Hours per Week	40
Housing – % Receiving	0%

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