

Morgan & Mallet

INTERNATIONAL



Beyond The Butler

Household staff salaries and shortages in UHNW households around the world in 2025/26

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Laurine Mallet
Co-Founder

A year of unprecedented growth

This past year has been one of our strongest yet. It's confirmed what we've always believed: Morgan & Mallet (M&M) truly leads the UHNW staffing sector.

My focus has always been on respect and fairness. Every principal we serve and every candidate who walks through our door deserves to be treated with care. That's simply how we do things.

Being a recruiter that cares

The honesty, respect, and care we offer to candidates has made us a place where the best talent wants to be.

They come to us because they know what they'll get: real help, honest guidance, and the kind of support they deserve in their career search. We take time to educate, guide, and help both clients and candidates through every step.

Candidates are often impressed by the professionalism and respect they receive. Both Morgan and I know from our former days as household workers that this is rare and tremendously appreciated. It gets the relationship off to the best possible start.

It's not uncommon for candidates to refer M&M to their employers and colleagues. This tells us everything we need to know.

The technology advantage: our ats

To match our quality of service, we've invested heavily in our internal technology, specifically our new Applicant Tracking System (ATS). I'm on calls daily with our recruiters, continuously getting their feedback into the codebase.

The result? A system that makes their lives so much easier, allowing us to work faster and smarter than any other agency.

The talent market: a candidate's era

Our data tells a clear story. There's a genuine shortage of talent in key, specialized roles, from domestic couples to elite housekeepers.

For highly experienced household staff, this is arguably one of the best times in history to be a candidate. Especially when you're partnered with M&M.

Commitment to quality vetting

To make sure the principals we serve only see the best, we run weekly training sessions for all our recruiters. Every single week.

This constant guidance keeps our team sharp. It maintains the highest possible standards for screening, vetting, and professional advice. It's what makes them the most trusted recruiters in the industry.



Morgan Richez
Co-Founder

Sharing our leadership insights

This annual report is our way of sharing the insights we gain as the market leader in UHNW private staffing. Our goal? To help principals, family offices, and elite households truly understand the current talent market and what to prepare for in 2026.

We built this agency to be the voice that clients trust for discretion, quality, and serious vetting.

Why Morgan & Mallet exists: filling the gap

Back in 2015 my co-founder and I launched this company because we personally witnessed the industry's failings. We'd worked as household staff ourselves.

We saw a clear lack of professionalism, specifically a failure to conduct thorough reference checks. That puts clients at risk. We started M&M because we believe this essential industry deserves more quality, integrity, and structured service.

The reality today is that securing high quality staff with proven experience has become increasingly difficult.

We're seeing wages for the best candidates hit record highs globally. In some markets, particularly remote locations we've had to decline missions when clients wouldn't adjust their salaries.

Every placement we make must have verifiable, proven experience. No exceptions.

The global solution for mobile clients

We recognized early on that our principals were becoming global citizens, moving frequently to new hubs like Dubai and across the US. When our clients asked us to help them staff their new residences in different countries, we responded by setting up regional offices.

We're the only agency built to provide a trusted global solution for your increasingly mobile lifestyle.

Today's household staff are just as mobile as the families they serve. The traditional model of a housemaid staying 20 years with one family is practically impossible in 2025.

We're now looking at average tenures closer to three years. This shift in the market means both clients and candidates need to think differently about long-term staffing strategies.

Our commitment

Many clients tell us they're surprised by the rising cost of household services. This report will help you understand why these changes are happening and what competitive compensation looks like in today's market.

We invite you to use the insights and benchmarks in this report to make smarter, more confident hiring decisions for the year ahead.

Executive summary:

The 2026 UHNW staffing outlook.

This report draws from our database of over 200,000 candidates and thousands of placements across the US, UK, Europe, and Middle East from January 2024 through October 2025. The data shows record demand, global mobility, and serious talent shortages.

Six key findings:

- America and Switzerland dominate pay. The US offers the highest salaries for 60% of roles we track. Private chefs earn up to 300,000 there. Switzerland pays the most for childcare. Nannies make \$144,024 and governesses earn \$156,026.
- Certain roles in specific locations are very difficult to fill. In France, 21% of our clients over the past year want domestic couples but can't find them. Estate managers make up 10% of our US requests as families buy more properties, yet candidates with the right mix of security, technical, and management skills barely exist.
- Privacy adds 15-20% to salaries. Staff who maintain confidentiality earn more. In Los Angeles, 77% of PA jobs we have placed require NDAs. Executive assistants make \$120,000 to \$250,000 in the US because they protect both business and personal secrets. Private chefs now recreate Michelin dining at home so celebrities avoid restaurants and photographers.
- Three years is the new twenty. Staff used to stay decades. Now they average three years per job, matching how often principals move between homes. But good matches last. In LA, 92% of our placed PAs stay two years or more. In Dubai, 92% of nanny placements become multi-year contracts.
- Brexit and geography squeeze supply. EU citizens can't easily work in UK households anymore because they require a visa, pushing London salaries up. Remote places like Uzbekistan must pay large premiums for Western staff with good passports. The US and UAE see the fiercest competition, making them both the hardest and best-paying markets.
- Privacy costs extra. Staff who sign NDAs and follow security rules earn 15-20% more. In Los Angeles, 77% of personal assistant jobs we have placed require confidentiality agreements. Some households make staff leave phones at the door.

Our data sources and methodology

This report comes from our proprietary intelligence. The salary ranges and market trends presented are the most accurate and forward-looking in the Ultra High Networth (UHNW) sector.

We analyzed successful placements and market data from 2024 to 2025. This solid foundation helps us provide strategic salary projections for 2026.

Salary maximums

The numbers in this report aren't set in stone. Certain situations push salaries well beyond typical ranges.

Celebrity status among staff creates its own market. A Michelin-starred chef who's also a TV personality or social media star can command higher what an equally skilled chef without fame would earn. These celebrity chefs bring their own brand value to the household.

Specialized skills create premium opportunities. A chef trained in celiac-safe cooking who also understands keto nutrition can name their price. Same for a nanny who speaks three languages and has special needs experience. These combinations are rare and valuable.

Location matters too. Remote properties mean staff give up city conveniences and social opportunities. That sacrifice shows up in the salary.

Some principals pay above market simply because they can. They want to attract and keep the best people, so they offer packages that no one else will match.

Currency conversion note

All salaries in this report have been converted to US dollars for easy comparison. We used the average exchange rates from January to November 2025:

- British Pound (GBP) \$1.32
- UAE Dirham (AED) \$0.272
- Euro (EUR) \$1.12
- Saudi Riyal (SAR) \$0.267
- Swiss Franc (CHF) \$1.20

These averages reflect the actual market rates throughout 2025, giving you the most accurate picture of global salary ranges.

Our technology advantage

One of our core advantages is our custom-built Applicant Tracking System (ATS) and CRM. This system is truly unique. There's nothing else like it on the market.

We built it ourselves because standard recruitment software simply didn't meet the needs of our very niche, yet global market. We needed something better.

This custom solution gives us real-time insights into talent flow, demand patterns, and market changes. It allows us to run campaigns ahead of client demand, ensuring we have pre-vetted candidates ready to fill positions faster than our competition.

The system lets us witness talent shortages developing as they happen. This means we can advise principals proactively, not reactively.

Global scale and reach

Our database holds intelligence on over 200,000 candidates. It's the largest network of pre-screened private household staff globally.

We maintain a robust presence, posting around 70 job placement advertisements every single month. During peak season this can rise to over 200 a month.

These roles are featured across our main site as well as on specialist job boards dedicated to very niche needs like finding yacht crew, and with a strong presence in the French market through local listings.

This coverage gives us valuable market depth and insight across all our offices in the US, UK, UAE, France, and Switzerland.

The human intelligence layer

The data is enriched by qualitative network intelligence. We conduct regular interviews with our specialist recruiters to capture what's really happening in the market.

Our expert content team holds weekly interviews to gather and share insights. This ensures our client-facing content remains accurate, insightful, and strategic.

The global wealth effect:

Multi-property ownership and staffing complexity.

Key points:

- Private staffing demand is strong because wealthy families are buying multiple properties globally as safe havens, driven by loose monetary policy and geopolitical instability.
- High-net-worth clients are relocating from Europe to Florida, Dubai, and Switzerland for tax benefits. The UK's abolition of non-dom status accelerated this shift.
- Managing multiple properties requires expensive specialists like estate managers, now one of our top five requested roles in the US.
- Average job tenure dropped from 20 years to three years as staff became as mobile as employers. Good matches still last - 92% of placements in LA and Dubai exceed two years.
- Brexit continues to block EU workers from UK households, driving London salaries up. Remote locations pay premium wages to attract Western staff because local talent pools are too small.

The expansion of Ultra-High-Net-Worth Individuals (UHNWIs) into global citizens is the single largest factor driving complexity and competition in the private staffing sector. This phenomenon is fueled by global monetary shifts, and a strategic migration of wealth.

The cause of unprecedented demand

The extraordinary hiring boom is largely the outcome of loose monetary policy from central banks and a volatile world economy shaped by tariffs and international disputes.

These factors are pushing the wealthy to seek safe havens, often leading to the acquisition of multiple properties and therefore, an unprecedented need for staff to manage these new assets.

Many clients are surprised by the rising cost of household services. The reality is that securing quality staff with proven experience has become

increasingly difficult, pushing wages for the best candidates to record highs globally.

Morgan & Mallet (M&M) will only place candidates with proven, verifiable experience. This further shrinks an already limited talent pool, driving up competition and costs for the most qualified professionals.

Strategic migration to tax havens

Clients are becoming highly mobile, migrating their tax residency out of traditional European countries toward more favorable jurisdictions like the USA (specifically Florida and California), Dubai, and Switzerland.

This trend is highlighted by key changes, such as the non-dom status abolition in the UK, which accelerated the migration of wealthy principals and, consequently, their staffing needs.

Client response: Clients explicitly requested that M&M follow them to these new destinations, necessitating the establishment of our regional offices in these high-demand zones.

The multi-property management challenge

Multi-property ownership immediately raises the complexity of staffing, driving demand for specialized, high-tier roles.

Estate manager (EM) demand: The EM role is defined by the management of a minimum of three properties across different jurisdictions, demanding executive-level oversight and financial acumen. This role is a Top Five requested position in the US (10% of requests).

Traveling and ROTA staff: The constant mobility requires staff with strong passports and flexibility. The demand for ROTA (rotational) nannies is extremely high, yet only 2.36% of our childcare specialists are available for these roles, creating a severe scarcity.

The new reality of staff tenure

The traditional model of a housemaid staying 20 years with one family is practically impossible in 2025.

Today's household staff are just as mobile as the families they serve. We're now looking at average tenures closer to three years, which means both clients and candidates need to think differently about long-term staffing strategies.

But when the perfect placement is made, candidates will stay much longer. In Los Angeles, 92% of placed personal assistants remain employed for two years or longer. In Dubai, 92% of nanny placements turn into multi-year contracts, often involving relocation support for the family during international travel.

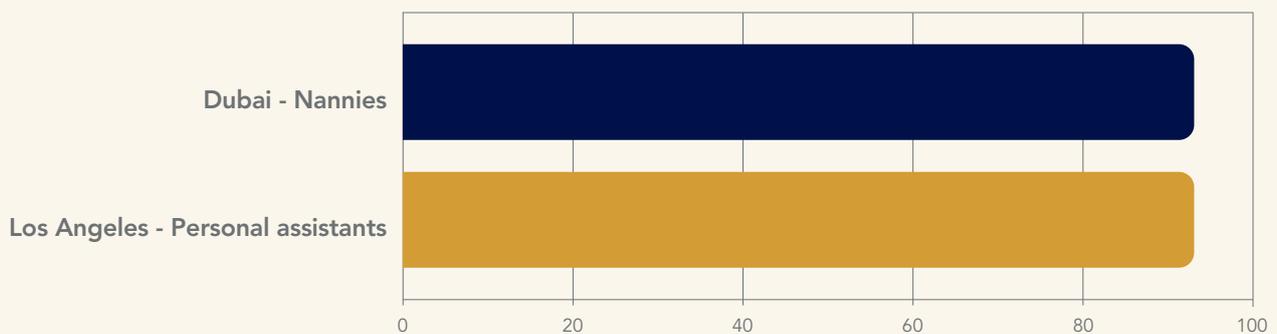
These figures show that successful matches built on the right fit and mutual trust can still deliver stability in an increasingly mobile market.

Regional staffing shortages

This mobile demand is colliding with regional market restrictions, tightening the labor pool and pushing salaries up.

Tight UK market (brexit effect): The shortage is compounded by Brexit, which has severely limited the availability of EU nationals for UK households. This has created a very tight London market and forced salaries upward to attract local and global talent.

Longevity of household staff roles in Los Angeles and Dubai



Data source: Morgan & Mallet company data report 2025/2026.

High-demand, high-cost markets: The USA and Dubai are experiencing the most intense demand and competition, making them the most challenging, and rewarding markets for elite private staff.

Exotic locations with limited local talent: Places like Uzbekistan and Iraq present a different challenge. There is a very limited local talent pool for management positions and higher-level roles such as governesses, nannies, and butlers.

Because global mobility is high and many clients travel often, there is a preference for Western staff with strong passports. To attract them, households must pay higher salaries that acknowledge the challenges of limited infrastructure, safety risks, and cultural differences.

The tough choices behind exceptional staffing

Every placement we make must have verifiable, proven experience. No exceptions. In some markets, particularly remote locations with lower salary expectations, we've had to decline assignments when we couldn't find candidates who meet our standards.

This is difficult but necessary to protect our clients and maintain the quality they expect from M&M.

Staffing challenges by market and economic factors

Factor	Staffing impact	Key data point
Monetary and geopolitical expansion	Increased demand for staff for new, acquired assets (safe havens).	Driving unprecedented need for staff in newly purchased properties.
Tax residency migration (e.g., UK to Dubai/US)	Requires agencies to offer global placement and support across jurisdictions.	Clients requested M&M open regional offices to follow their migration.
Multi-property ownership	Drives demand for executive-tier roles (estate manager) and mobile staff (ROTA).	Estate manager is a Top 5 request in the US (10% of requests).
Brexit effect (UK market)	Creates severe talent shortages, particularly in the London market.	Pushes salaries up due to far fewer EU nationals being available.
Declining staff tenure	Requires more frequent recruitment cycles and relationship building with new staff.	Average tenure has dropped from 20 years to approximately 3 years in 2025.
Proven experience scarcity	Forces selective assignments acceptance; some remote/low-salary placements declined.	All M&M placements must have verifiable, proven experience. Wages at record highs globally.

Global compensation index

Top five paying professions in the UK

Profession	Salary range Local currency (GBP)	Salary range USD
Private chef	£80,000 – 200,000	\$264,000
Chief of staff	£90,000 – 180,000	\$237,600
Personal assistant	£60,000 – 135,000	\$178,200
Maternity nurse	£80,000 – 125,000	\$165,000
House/household manager	£70,000 – 120,000	\$158,400

Top five paying professions in Belgium

Profession	Salary range Local currency (EUR)	Salary range USD
Chief of staff	€90,000 – 160,000	\$179,200
Private chef	€80,000 – 120,000	\$134,400
Personal assistant	€70,000 – 120,000	\$134,400
Domestic/caretaker couple	€80,000 – 110,000	\$123,200
Maternity nurse	€85,000 – 105,000	\$117,600

Top five paying professions in Switzerland

Profession	Salary range Local currency (CHF)	Salary range USD
Chief of staff	CHF 150,000 – 240,000	\$288,048
Domestic/caretaker couple	CHF 120,000 – 160,000	\$192,032
Maternity nurse	CHF 95,000 – 155,000	\$186,031
Executive assistant	CHF 110,000 – 150,000	\$180,030
Estate manager	CHF 110,000 – 150,000	\$180,030

Top five paying professions in the USA

Profession	Salary range Local currency (USD)	Salary range USD
Private chef	\$100,000 – 300,000	\$300,000
Chief of staff	\$150,000 – 300,000	\$300,000
Executive assistant	\$120,000 – 250,000	\$250,000
Personal assistant	\$80,000 – 250,000	\$250,000
Estate manager	\$150,000 – 250,000	\$250,000

Top five paying professions in the UAE

Profession	Salary range Local currency (AED)	Salary range (USD)
Chief of staff	AED 480,000 – 900,000	\$244,800
Personal assistant	AED 300,000 – 900,000	\$244,800
Executive assistant	AED 240,000 – 600,000	\$163,200
Travelling nanny	AED 300,000 – 600,000	\$163,200
House/household manager	AED 240,000 – 480,000	\$130,560

Top five paying professions in France

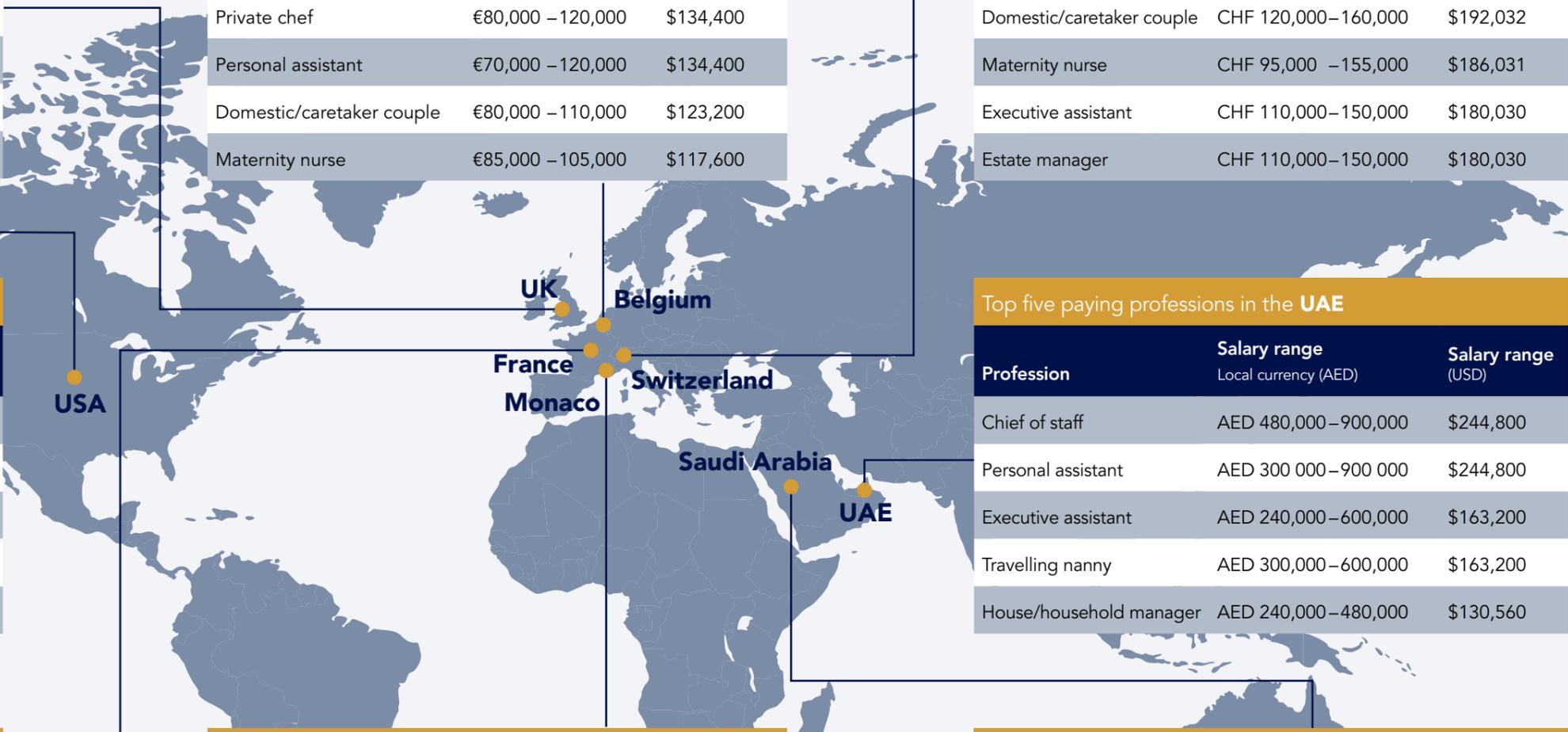
Profession	Salary range Local currency (EUR)	Salary range USD
Maternity nurse	€95,000 – 130,000	\$145,600
Executive assistant	€70,000 – 110,000	\$123,200
Personal coach	€60,000 – 100,000	\$112,000
Head gardener	€60,000 – 90,000	\$100,800
Travelling nanny	€60,000 – 90,000	\$100,800

Top five paying professions in Monaco

Profession	Salary range Local currency (EUR)	Salary range USD
Chief of staff	€90,000 – 150,000	\$168,000
Estate manager	€80,000 – 130,000	\$145,600
Personal coach	€65,000 – 130,000	\$145,600
Maternity nurse	€100,000 – 130,000	\$145,600
Butler	€90,000 – 120,000	\$134,400

Top five paying professions in Saudi Arabia

Profession	Salary range Local currency (AED)	Salary range (USD)
Chief of staff	SAR300,000 – 900,000	\$244,800
Private chef	AED300,000 – 900,000	\$244,800
Housekeeper	AED240,000 – 600,000	\$163,200
Executive assistant	AED300,000 – 600,000	\$163,200
House/household manager	AED240,000 – 480,000	\$130,560



Gross yearly salary 2026 Morgan & Mallet data HNW and UHNW individual and family guide

	Profession	Country with highest max salary	Maximum gross salary (Local currency)	Maximum gross salary (USD equivalent)
1	Private chef	USA (USD)	\$63,840	\$67,200
1	Chief of staff	USA (USD)	\$61,600	\$67,200
3	Personal assistant	USA (USD)	\$123,200	\$134,400
3	Estate manager	USA (USD)	\$134,400	\$89,600
3	Domestic/caretaker couple	USA (USD)	\$112,000	\$134,400
3	Executive assistant	USA (USD)	\$100,800	\$67,200
7	Maternity nurse	Switzerland (CHF)	\$134,400	\$78,400
8	Butler	USA (USD)	\$112,000	\$89,600
8	House/household manager	USA (USD)	\$145,600	\$100,800
10	Travelling nanny	UAE (AED)	\$128,800	\$123,200
11	Housekeeper	USA (USD)	\$84,000	\$56,000
12	Governess	Switzerland (CHF)	\$72,800	\$61,600
13	Private security/bodyguard	USA (USD)	\$78,400	\$61,600
13	Head housekeeper	USA (USD)	\$100,800	\$61,600
15	Personal coach	Monaco (EUR)	\$61,600	\$61,600
16	Nanny	Switzerland (CHF)	\$61,600	\$56,000
16	Caregiver	Switzerland (CHF)	\$168,000	\$179,200
16	Private chauffeur/driver	Switzerland (CHF)	\$72,800	\$72,800
16	Family cook	Switzerland (CHF)	\$145,600	\$117,600
20	Head gardener	Switzerland (CHF)	\$72,800	\$61,600
21	Housekeeper/cook	USA (USD)	\$100,800	\$89,600
22	Nanny/housekeeper	USA (USD)	\$112,000	\$67,200
22	Property guardian/concierge	USA (USD)	\$145,600	\$78,400
22	Pet sitter	USA (USD)	\$123,200	\$100,800
25	Laundress	UK (GBP)	\$89,600	\$72,800
26	Gardener	Switzerland (CHF)	\$89,600	\$67,200
27	Companion	USA (USD)	\$106,400	\$67,200
28	Houseman	USA (USD)	\$84,000	\$61,600

Top five most requested professions by country

Here are the most popular positions being hired in different parts of the world, based on our internal placement data:

United Kingdom

In the UK, childcare remains the highest priority for household staffing, followed closely by housekeeping.

- 1. Nanny: 24% (of requests)
- 2. Housekeeper: 20%
- 3. Personal assistant: 12%
- 4. Butler: 11%
- 5. Private chef: 9%
- Other positions: 24%

United States

The US market prioritizes administrative and management roles significantly more than other regions, with personal assistants taking the top spot.

- 1. Personal Assistant: 22% (of requests)
- 2. Housekeeper: 21%
- 3. Nanny: 13%
- 4. Estate manager: 10%
- 5. Family chauffeur: 9%
- Other positions: 25%

UAE and Saudi Arabia

Housekeeping and childcare dominate the requests in the Middle East, accounting for nearly half of all staffing demands combined.

- 1. Housekeeper: 23% (of requests)
- 2. Nanny: 22%
- 3. Private chef: 11%
- 4. Family chauffeur: 9%
- 5. Maternity nurse: 8%
- Other positions: 27%

France

France is unique in its high demand for domestic couples, which is the most requested staffing solution in the region.

- 1. Domestic couple: 21% (of requests)
- 2. Nanny: 19%
- 3. Housekeeper: 18%
- 4. Private chef: 10%
- 5. Gardener: 8%
- Other positions: 24%

Monaco

Monaco shows a distinct preference for formal service roles, with Butlers being the most requested profession.

- 1. Butler: 15% (of requests)
- 2. Housekeeper: 12%
- 3. Laundress: 8%
- 4. Family chauffeur: 7%
- 5. Caregiver: 7%
- Other positions: 51%

Where the highest salaries are paid worldwide

Our placement data from working in these countries shows clear salary leaders for different household positions.

The USA pays the most for 17 out of 28 roles we track. American families offer the highest salaries for private chefs, chiefs of staff, personal assistants, estate managers, executive assistants, and private security/bodyguards. It's the top-paying country for experienced household staff.

Switzerland comes second, paying the most for eight positions. Swiss families lead in specialized childcare and skilled service roles. They pay top dollar for maternity nurses, governesses, nannies, caregivers, and head gardeners. High living costs and demand for quality staff drive these salaries.

The UAE offers tax-free income and competitive pay but only leads globally in one role. Traveling nannies earn the most there at \$163,200. Families pay extra for mobile childcare professionals who can travel frequently.

The UK still pays the most for laundresses, showing how British families value expert garment care. Monaco offers the highest salaries for personal coaches, beating both the US and UAE in this wellness category.

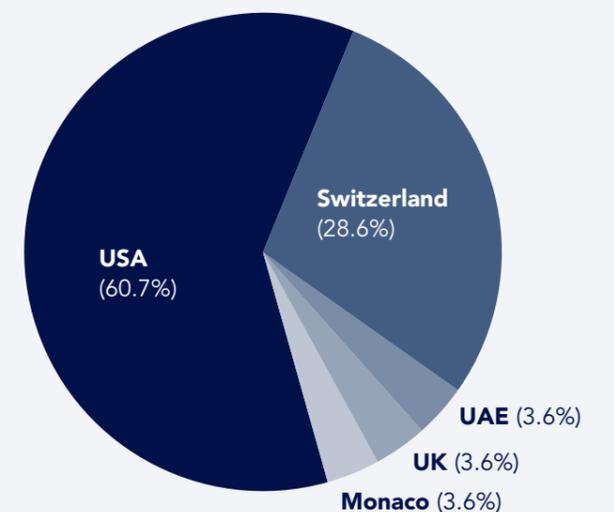
Global market dominance: percentage breakdown

Based on the analysis of the maximum gross yearly salaries for all 28 professions.

The data reveals that the USA and Switzerland collectively offer the highest compensation for 89% of the roles analyzed.

	Country	# of professions with highest salary	% of total	Top roles include
1	USA	17	60.7%	Chief of staff, Estate manager, Private chef, Butler, Housekeeper
2	Switzerland	8	28.6%	Maternity nurse, Governess, Nanny, Head gardener, Chauffeur
3	UAE	1	3.6%	Travelling nanny
3	UK	1	3.6%	Laundress
3	Monaco	1	3.6%	Personal coach

The pie chart shows which countries pay the highest salaries across 28 household staff positions, with the USA dominating at 60.7% and Switzerland second at 28.6%, while the UAE, UK and Monaco each lead in just one role (3.6% each).



The discretion premium:

Confidentiality and compensation.

Key points:

- **Privacy pays:** Maintaining confidentiality can add 15-20% to salaries in high-net-worth recruitment. Mentioning a previous employer's name during interviews often ends a candidate's chances.
- **Executive assistant salaries reflect trust:** EAs earn \$120,000-\$250,000 in the USA and \$92,400-\$158,400 (£70,000 – £120,000) in the UK because they protect both corporate and private information. In Los Angeles, 92% of placed PAs stay in their roles for two years or longer.
- **NDA's are everywhere:** In Los Angeles, 77% of PA placements require Non-Disclosure Agreements. In Miami, 79% of PAs have experience working with security teams in privacy-focused environments.
- **Social media bans are common:** Many contracts prohibit social media use on property. Staff at some high-profile estates must surrender phones at security checkpoints. One Manhattan billionaire only hired a butler who had never worked on the East Coast to avoid overlapping social circles.
- **Private dining boom:** Ultra-wealthy families now hire Michelin-starred chefs for home service, avoiding photographers and public attention. Some VVIP placements happen under such strict secrecy that even recruiters never learn the client's name.

Trust comes with a price tag

Working for wealthy families requires confidentiality. For executive assistants, maintaining privacy about client matters can significantly boost your earnings.

The luxury market pays for absolute certainty. If a candidate mentions a previous employer's name during an interview, recruiters will make a note, and the chances of the candidate progressing are severely limited.

Right now, confidentiality and specialist skills can add 15-20% to a candidate's salary in the high-net-worth recruitment market.

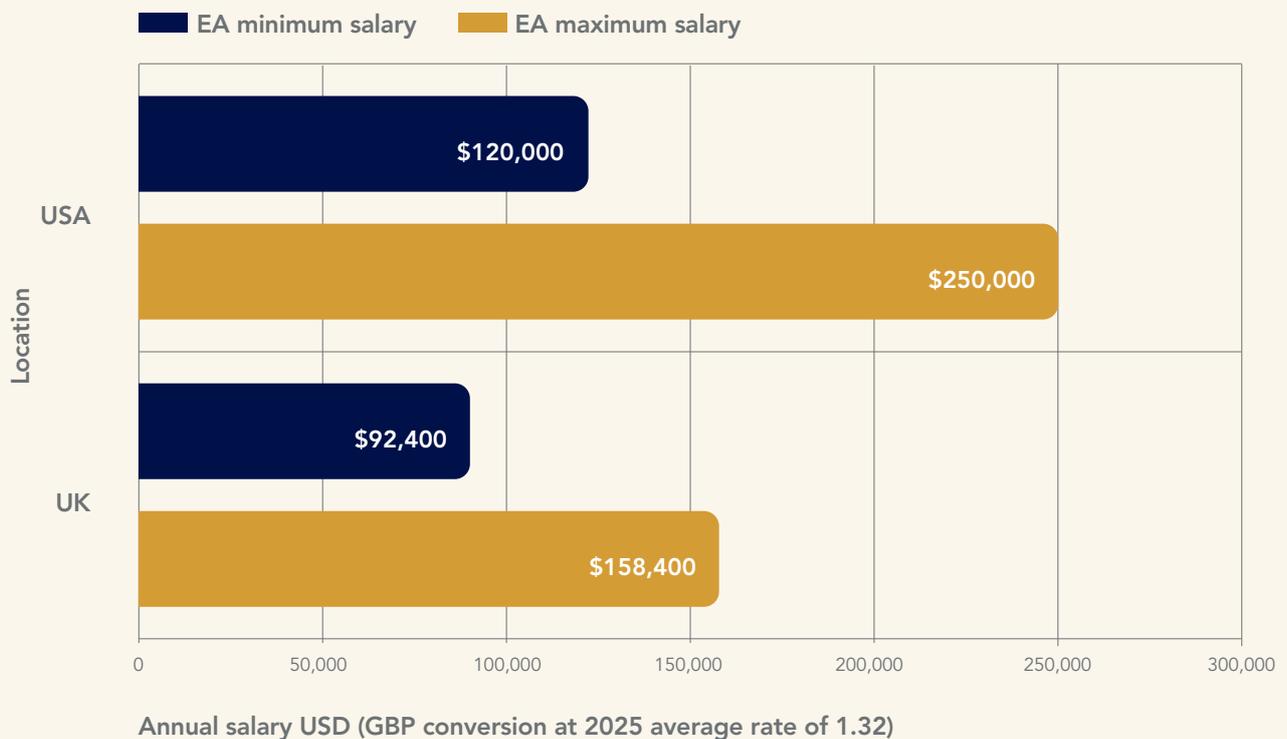
For executive assistants and personal assistants, maintaining confidentiality is invisible capital. It directly affects your salary and how difficult the role is to fill.

Executive assistants around the world earn impressive salaries for managing the corporate and private lives of CEOs and principals without mistakes.

In the USA, EAs earn from \$120,000 - \$250,000 per year.

In the UK, the range sits at \$92,400 - \$158,400 (£70,000 to £120,000).

Executive assistant salary benchmarks: USA and UK



Data source: Morgan & Mallet company data report 2025/2026.



This high earning potential is about more than just administrative work. It shows the real value of managing and protecting a principal's corporate and private life with complete discretion.

When discretion works, it means long-term stable employment. In Los Angeles, 92% of placed personal assistants stay in their jobs for two years or longer.

The private dining revolution

Private chef placements have jumped dramatically in the past three years. Ultra-rich families now want the Michelin restaurant experience at home, in private.

Clients want chefs with proven Michelin star experience. To make sure it's the right fit, chefs do a paid trial. This is usually a dedicated dinner or a trial period of a few days, testing their skills and checking their menu style matches the principal's lifestyle.

For celebrities and VIPs, this is far more convenient than booking a public restaurant. No photographers. No interruptions. Complete control over the environment.

Being able to recreate three-star dining behind closed doors has become a status marker. It also removes the logistical nightmare of moving security teams and dealing with public attention.

VVIP secrecy from day one

This happens most with VVIP (Very, Very Important People) mandates, particularly for political figures or government households. The security and political sensitivity demand strict separation and limitation of access to information.

Some placements happen under such strict confidentiality that even the recruiter may never know the client's name. Candidates are sometimes told to withhold any identifying details, keeping privacy intact from start to finish.

Every step of the process is carefully protected. Non-disclosure agreements are signed before interviews, safeguarding both parties if the match doesn't work out. It's a system built on trust, respect, and the absolute protection of client and candidate identities.

The proof is in the results: 88% of Los Angeles clients rehire or refer another principal within one year. Candidates who practice discretion earn long-term trust, leading to sustained business growth through referrals.

NDA's are standard practice

Confidentiality is so critical that for most placements, candidates must sign a Non-Disclosure Agreement as a basic part of the process. Even recruiters themselves sign NDAs when dealing with VVIP mandates.

Candidates know that signing an NDA is a basic step in the hiring process for most luxury households. Discretion is baked into the industry's culture.

Los Angeles has a particularly high concentration of celebrities and famous athletes. This drives a major push for NDAs, secrecy, and privacy protection.

Los Angeles is a global hub for client privacy. In the city, 77% of all PA placements require candidates to sign a Non-Disclosure Agreement. This is one of the highest percentages worldwide.

Nearly 8 in 10 Miami PAs (79%) have experience in privacy-focused environments, working closely with in-house or external security teams in gated communities or waterfront estates.

The social media lockdown

Ultra-rich clients fear security breaches and information leaks. Many employment contracts include clauses banning social media use on the property, especially when working with celebrity or VIP clients.

Staff working with political figures or VVIPs face strict security and digital restrictions. Some high-profile properties have measures whereby staff surrender their cell phones at the security entrance.

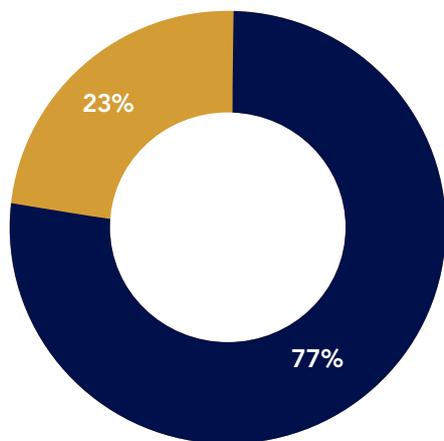
This shows how seriously data protection is taken in this sector.

Geographic isolation to protect privacy

One billionaire entrepreneur seeking a butler in Manhattan specifically requested a candidate who had not previously worked on the East Coast. The goal was to reduce the risk of mixing social circles or sharing information.

This highlights the extreme measures taken to protect privacy.

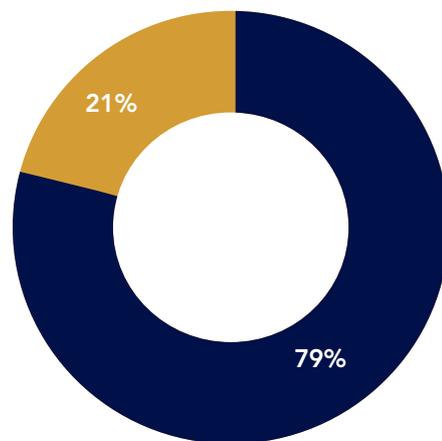
NDA requirements for PA placements in Los Angeles



■ Require NDA
■ NDA not required

Data source: Morgan & Mallet company data report 2025/2026.

Miami PAs with privacy-focused environment experience



■ Privacy-focused experience
■ No privacy-focused experience

Data source: Morgan & Mallet company data report 2025/2026.

The talent shortage scorecard:

Bridging the gap in ultra-specialized roles.

Key points:

- **Extreme shortage of specialized staff:** Ultra-wealthy families can't find staff with the specific skills they need. Morgan & Mallet specializes in finding these rare candidates.
- **Passport restrictions:** Families need staff who can travel to multiple properties worldwide. They mostly hire EU, UK, or North American passport holders, excluding qualified candidates from other countries.
- **Domestic couples most wanted:** In France, 21% of requests are for couples. Clients get two full-time workers for the price of housing one couple.
- **Traveling nannies are hard to find:** Only 2.36% of nannies can do rotational work. Just 4.82% can travel regularly.
- **Remote locations struggle more:** Places like Uzbekistan have very little local senior staff, forcing significant salaries.
- **Candidates hold the power:** Top staff won't wait for slow offers. UAE pays traveling nannies up to \$163,200, the world's highest.



Overview of the shortage

The staffing shortage in the ultra-high net worth sector isn't just about a general lack of candidates. It's about a severe shortage of ultra-specialized talent.

Client requests remain high. But the pool of candidates with the specific, niche skills required by modern UHNW families is alarmingly small. This gulf between high demand and low specialized supply is the core challenge Morgan & Mallet is uniquely positioned to solve.

The situation is getting worse because of high client mobility. Principals are buying more properties globally and traveling to these properties for vacations. They need staff who can travel with them.

This trend creates stronger demand for candidates with strong passports (EU, UK, North America) who can travel freely across these new jurisdictions. This is regrettable because there are highly qualified suitable candidates who cannot be hired due to the strength of their passports.

The scarcity scorecard: roles in crisis

The shortage is most acutely felt in roles where specific, often mobile or highly technical, experience is essential.

Domestic couple

This role remains one of the most requested positions in prime European and US markets. Principals view it as cost-effective to hire one couple to perform two distinct, full-time roles (e.g., house manager and housekeeper). Recruiters also mentioned that these profiles often stay in posts longer than two separate roles.

In France, the domestic couple role accounts for a substantial 21% of the top five requests.

Top requested roles in france

Role	Percentage
Domestic couple	21%
Nanny	19%
Housekeeper	18%
Private chef	10%
Gardener	8%
Other roles	24%

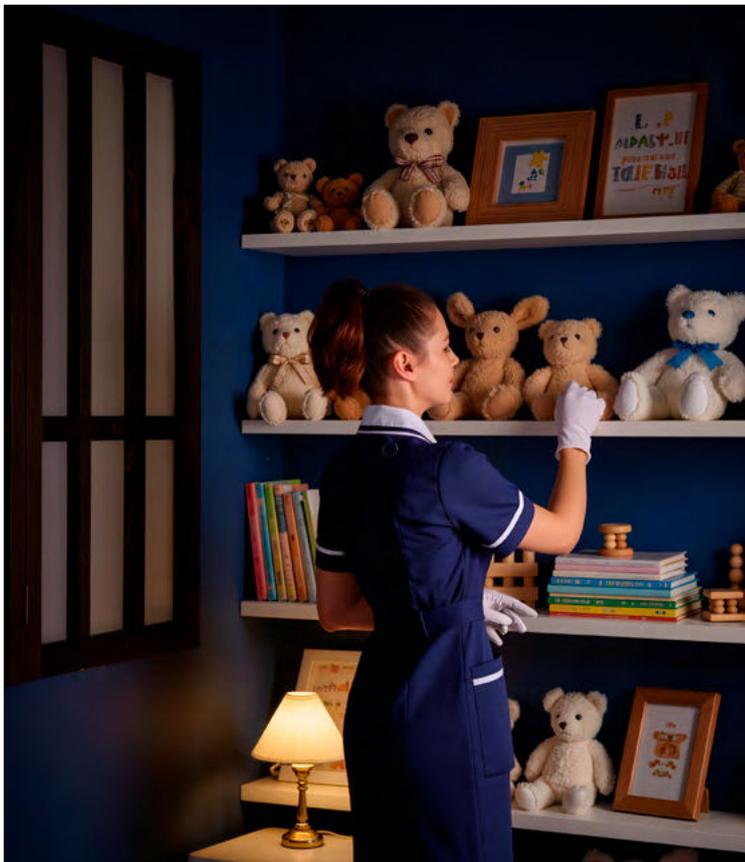
The demand for domestic couples in France is largely concentrated in regions with second or holiday homes, such as the South of France, Monaco, and Corsica.

Primary function: They are sought after for the maintenance and management of luxury properties that are not constantly occupied.

Tasks often include: Housekeeping, property maintenance, light cooking, driving, and security/caretaking during the principals' absence.

Key insight: For clients, hiring a couple is often a solution for long-term stability and comprehensive care when staff are required to live on-site.

In contrast, demand for domestic couples is less common in the Middle East. It is often easier and cheaper to hire separate, specialized staff than to house and pay one multi-skilled couple.



Traveling/ROTA nanny

The most extreme example of the scarcity gap is the traveling/ROTA nanny. Only 2.36% of our total childcare profiles are available for ROTA (rotational) nanny roles.

The general pool of globally mobile staff is also constrained. Just 4.82% of all childcare specialists in the M&M database are identified as traveling nannies (non-ROTA).

Experience is the most crucial factor for these roles. First aid certification is essential.

Estate manager/chief of staff

An acute shortage exists for this executive-tier role. The market demands candidates who can blend high-level security/technical skills with expert people management and strategic planning.

The estate manager/chief of staff role is a top five request in the US, accounting for 10% of total requests in that market. This demand is driven by clients who own multiple properties and require executive oversight of their asset portfolios.

The shortage is being intensified by an unstable economic environment in the US. Tariffs, government shutdowns, and currency

fluctuations are creating uncertainty. Investors and wealthy individuals are turning to property as a safe haven for protecting wealth.

This increase in property ownership directly drives demand for household staff. The more properties a principal owns, the more urgent the need for an estate manager or chief of staff to oversee operations across multiple locations.

Specialized five-star housekeeper/laundress

The market is moving away from the general cleaner toward the high-end professional. The true specialist is rare: only 3.2% of our housekeeper profiles specialize as a laundress with specific linen care experience, compared to 45.5% who are experienced head housekeepers.

The rising demand is strictly for those who possess specialized knowledge in textile care, five-star hotel protocols, and inventory management.

Executive assistants (EA)

High-level corporate demand creates a scarcity for executive assistants who handle complex, confidential corporate tasks for CEOs.

This demand is particularly fierce in Dubai (driven by new company setups and tax advantages) and New York.

Clients frequently seek executive assistants and often specify a preference for Western candidates with strong English language skills to manage international corporate affairs.

The demand for Western candidates is largely due to education and passport strength. EAs will often travel with principals and therefore stronger passports are required to remove potential travel issues such as visas.

Elite/bilingual maternity nurse

The challenge for the elite/bilingual maternity nurse is the requirement for highly experienced, immediately available



candidates who must be willing to relocate at very short notice.

This pressure is amplified by the fact that the maternity nurse role already represents 8% of the top five requests in high-demand regions like Dubai and Riyadh.

Recruiters note that verifiable references and formal qualifications have become essential for these high-stakes placements.

Regional pressures and market headwinds

This mobile demand is colliding with significant regional market restrictions, tightening the labor pool and pushing salaries up globally:

Tight UK Market (Brexit Effect): The shortage in the UK is compounded by Brexit, which has severely limited the availability of EU nationals for UK households. This has created a very tight London market and forced salaries upward to attract local and global talent.

Exotic Locations with Limited Local Talent: Locations like Uzbekistan and Iraq present a unique challenge. There is virtually no local talent pool for management positions and high-level roles. These households must offer

significantly higher wages to attract Western staff willing to relocate, as compensation must reflect the additional risk and isolation involved.

The new staffing paradigm: shifting tenure

The stability provided by the traditional staffing model is rapidly eroding. The model of a housemaid staying twenty years with one family is practically impossible in 2025. Today's household staff are just as mobile as the families they serve, with average tenures now closer to three years.

However, when the perfect placement is made, candidates will stay much longer. In Los Angeles, 92% of placed personal assistants remain employed for two years or longer, with 84% of these candidates having supported families with a net worth of \$30 million or more.

Furthermore, 92% of our nanny placements in Dubai turn into multi-year contracts, often including relocation support for the family during international travel.

These figures prove that successful matches built on the right fit and mutual trust can still deliver critical stability in an increasingly mobile market.

Morgan & Mallet: a three-part approach

Morgan & Mallet's value proposition is built on navigating this specialized scarcity through three primary pillars:

1. Global sourcing and specialized recruitment tools

We not only meet the massive international demand for English-speaking nannies (52% of all our nanny requests), but we also source for the secondary multi-lingual needs.

For instance, 36% of our nanny requests are for French-speaking childcare specialists and 4% for Arabic-speaking specialists.

Our global network allows us to tap into the few specialized candidates who exist in any market and place them where the demand is highest.

To achieve this, we leverage our own internal job boards and niche-leading job boards such as the Yacht Crew recruitment site.

We have also invested heavily in our own applicant tracking software (ATS), which can filter and track candidates based on national employment regulations and requirements.

2. Setting realistic market conditions

When ultra-specialized talent is scarce, the market must adjust to attract and retain the best. We guide our clients on competitive compensation to ensure they do not lose the few available candidates due to unrealistic expectations.

For example, the significant demand for roles like the traveling nanny has led to increased wages, with reported gross yearly salaries ranging from \$70,000 - \$150,000 in the USA, to \$81,600 – \$163,200 (AED 300,000 – 600,000) in the UAE.

3. Expediting the recruitment process (it's a candidate's market)

In this highly specialized market, good candidates know their worth and will not wait for slow decisions. Our recruiters often ask clients to move fast on an offer, stressing that it is a seller's market for the best talent.

By setting accurate salary expectations and advising clients to expedite their hiring process, we prevent candidate withdrawal and dramatically improve placement success rates.

Maximum annual salary for traveling nanny (top ranked by USD)

Rank	Country	Currency	Max salary (Local currency)	Max salary (USD)
1	UAE	AED	600,000	\$163,200
2	USA	USD	150,000	\$150,000
3	UK	GBP	110,000	\$145,200
4	Switzerland	CHF	110,000	\$132,022
5	Monaco	EUR	100,000	\$112,000
6	Saudi Arabia	SAR	400,000	\$106,800
7	France	EUR	90,000	\$100,800
8	Belgium	EUR	60,000	\$67,200

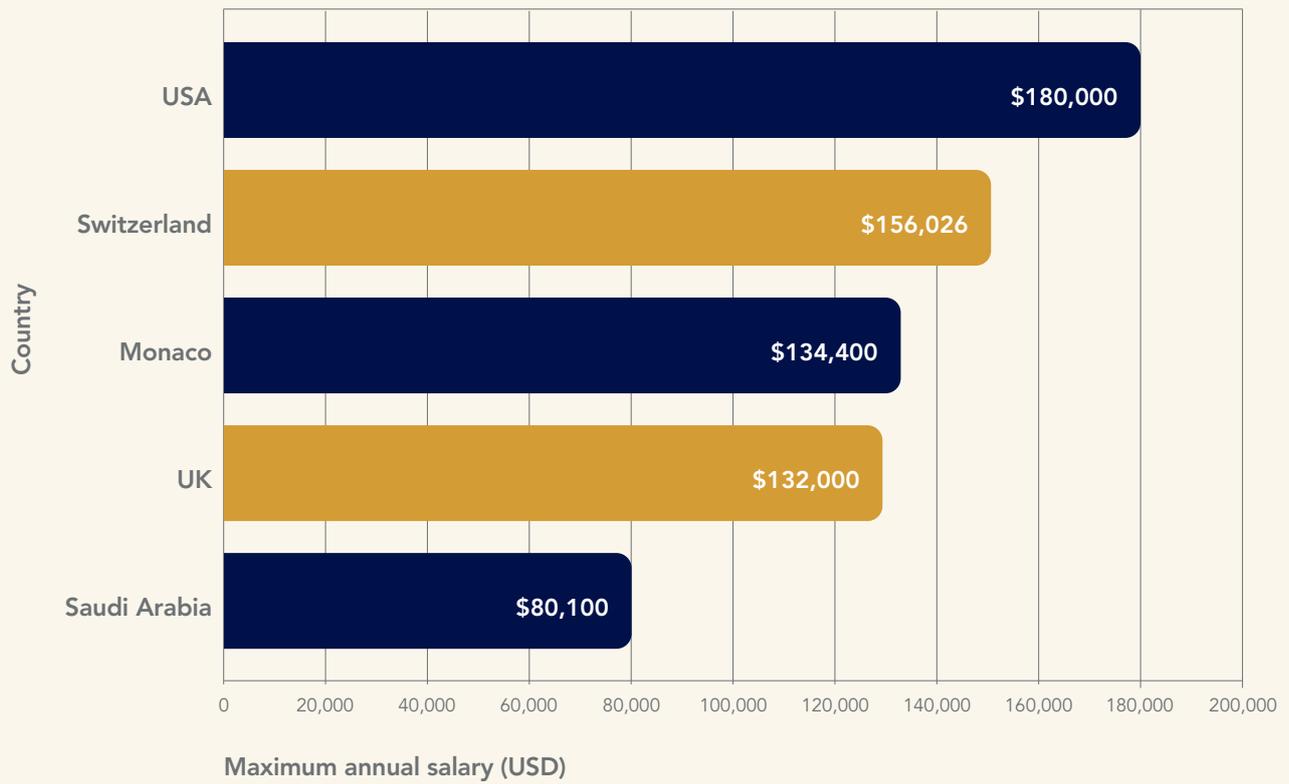
The butler role:

The butler has evolved from wine servant (botellier in Old French) to senior household executive. Today's butler manages staff, technology, security, and logistics across multiple properties for UHNW families worldwide.

Key points:

- **In-demand skills:** Modern butlers mix traditional service skills with management, administration, and technical knowledge, including running smart home systems and digital scheduling across multiple properties.
- **Global demand:** Demand is high in the US and Middle East, while declining in Europe.
- **Top salary:** The highest gross salary for a candidate we have placed is in the USA, was \$180,000. Other high-paying countries include Switzerland (up to \$156,026) and Monaco (up to \$134,400).
- **Client preference:** 22% of our clients specifically request a traditional English butler certified by a recognized school.
- **Candidate profile:** Clients typically seek mature candidates, often aged 50 to 60 for formal roles. The most important qualities are discretion, confidentiality, and trustworthiness.
- **Candidate statistics:** Butlers make up about 5% of our total registered profiles, with a 96% placement success rate and an average experience of seven years. Globally, 9% of our butlers are female.

Top five paying countries for butlers



Data source: Morgan & Mallet company data report 2025/2026.

Gross yearly salary: top paying countries for butlers (2025)

The table below provides the salary ranges for the highest-paying countries, with a conversion to USD for comparison.

The exchange rate used was the average rate throughout 2025.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	90,000 – 180,000	\$180,000
2	Switzerland	CHF	110,000 – 130,000	\$156,026
3	Monaco	EUR	90,000 – 120,000	\$134,400
4	UK	GBP	50,000 – 100,000	\$132,000
5	Saudi Arabia	SAR	120,000 – 300,000	\$80,100
6	Belgium	EUR	50,000 – 80,000	\$80,000
7	France	EUR	45,000 – 60,000	\$67,200
8	UAE	AED	120,000 – 200,000	\$54,400

Commentary

Butler demand remains strong in the US and Middle East, but it's dropping in Europe as wealthy families relocate for tax benefits.

The traditional butler role holds more value in Europe, where family estates often maintain generations-old household traditions. In contrast, newly wealthy Americans, particularly those who made their fortunes in technology or finance, show less interest in these formal arrangements.

US households typically prefer a more informal approach to domestic service.

Butlers are prized for their skills in managing diverse personal tasks.

Clients typically seek mature candidates, often aged 50 to 60 for formal roles, with a long-term commitment to the profession.



Candidate statistics

Metric	Detail
Placement success rate	96%
Average experience	7 years
Total profiles	Around 5% of total registered profiles are butlers.
Gender split (global)	9% are female butlers.
Gender split (London)	Over 10% of butler profiles in London are female.

Core duties of the modern butler

Butlers run HNW and UHNW households, managing all indoor staff including housekeepers, chauffeurs, chefs, and nannies. They handle hiring, training, scheduling, and staff rotas.

They provide formal and informal service, manage guests and all dining events, and stay current on global etiquette. Duties include wardrobe management, packing for travel, household budgets, inventories, and purchasing.

Butlers manage property access and work with security teams. They must be tech-savvy to run smart home systems, security platforms, and digital scheduling across multiple properties.

Recruitment and candidate profile

Clients want efficient service without stiff formality. Discretion, confidentiality, and trustworthiness are the most important qualities. Adaptability, flexibility, and strong people skills matter too.

Top candidates are proactive problem-solvers who anticipate needs before being asked. Specialist knowledge in fine wine, specific wine categories, art, or classic cars can increase a butler's value and salary.

The private chef:

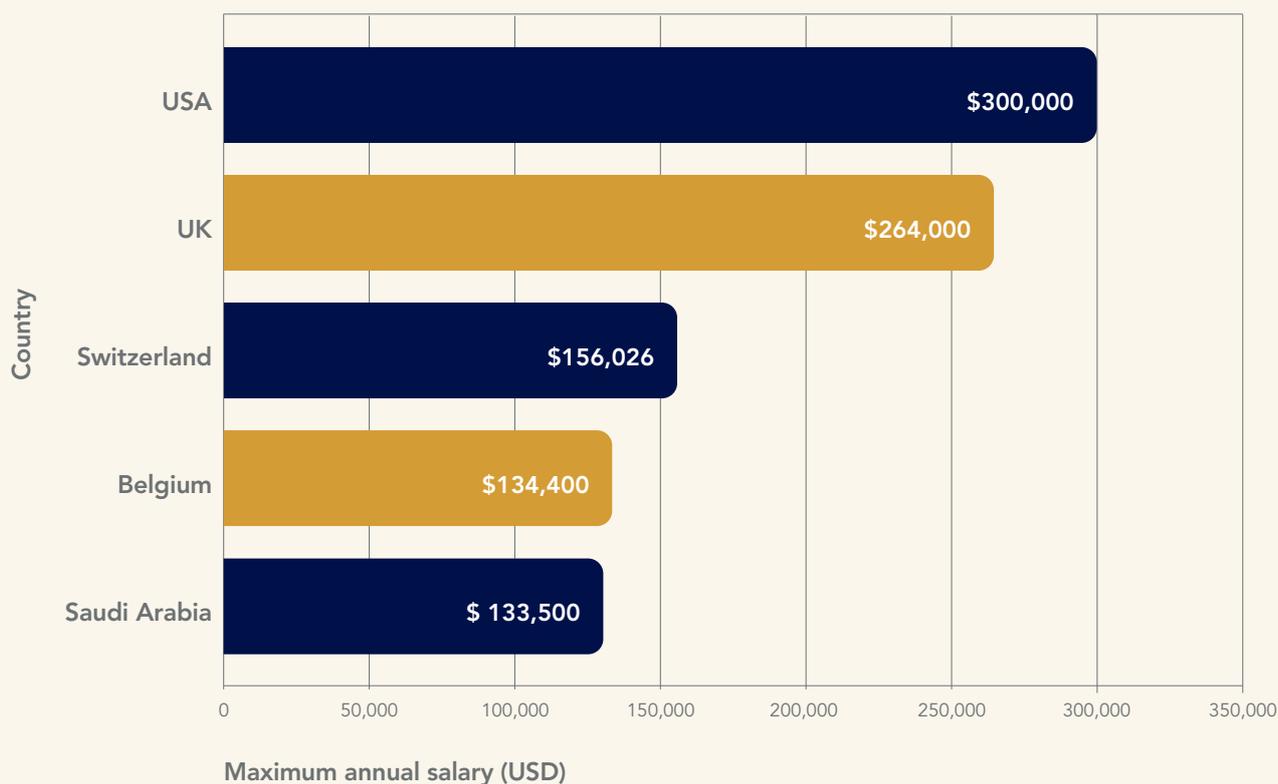
Skill requirements, salary trends, and demand hotspots.

The private chef has become a major feature of the modern luxury household. It consistently ranks as one of the most requested roles across key global markets, and our numbers back that up.

Key points:

- **Role status:** The private chef is the center of the modern luxury household and is consistently one of the most requested roles globally.
- **Client demand:** Clients demand highly qualified, five-star caliber chefs, often with Michelin training, to replicate the high-end restaurant experience at home with complete discretion.
- **Top salary:** The highest gross yearly salaries are found in the USA (up to \$300,000), followed by the UK (up to \$264,000).
- **Key skill:** Clients strongly favor chefs who are adaptable and can switch between French, Italian, Japanese, and Arabic cuisine without an ego-driven signature style.
- **Specialized knowledge:** Specialized nutritional knowledge is a top client demand, including macro balancing, keto protocols, and working alongside personal trainers or doctors. In Los Angeles, 41% of our placed chefs hold dual certifications in nutrition and culinary arts.
- **Regional demand:** The highest demand for private chefs comes from the United States (35% of global requests), the UAE and Middle East (20%), and France and Monaco (20%).
- **Yacht chef distinction:** Yacht chef roles are fundamentally different from land-based positions, requiring a mandatory STCW 95 Diploma and commanding a compensation premium due to complex logistics and challenging work environments.
- **Market standards:** The market no longer hires "cooks." UHNW clients demand highly qualified, five-star caliber chefs, often with Michelin training. Morgan & Mallet's (M&M) registered private chefs average eight years of experience.
- **Retention rates:** 91% of New York placements by M&M complete a full annual contract or longer, 89% in Dubai, and 81% in Miami.

Top five paying countries for private chefs



Data source: Morgan & Mallet company data report 2025/2026.

Gross yearly salary: top paying countries for private chefs (2025)

The table below provides the salary ranges for the highest-paying countries, with a conversion to USD for comparison.

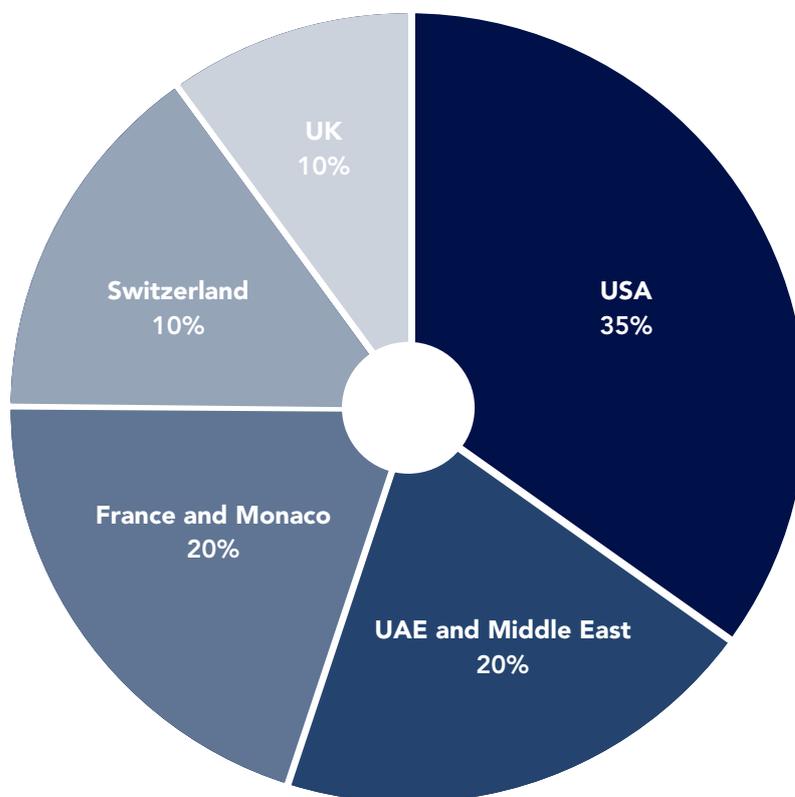
The exchange rate used was the average rate throughout 2025.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	100 000 – 300 000	\$300,000
2	UK	GBP	80,000 – 200,000	\$264,000
3	Switzerland	CHF	110,000 – 130,000	\$156,026
4	Saudi Arabia	SAR	180,000 – 500,000	\$133,500
5	Belgium	EUR	80,000 – 120,000	\$134,400
6	Monaco	EUR	90,000 – 110,000	\$123,200
7	UAE	AED	180,000 – 360,000	\$97,920
8	France	EUR	45,000 – 60,000	\$67,200

Breakdown of demand for private chefs by region

The following data reflects the private chef requests received by M&M from key markets.

- **United States:**
Accounts for 35% of private chef requests globally.
- **UAE and Middle East:**
Accounts for 20% of private chef requests globally.
- **France and Monaco:**
Accounts for 20% of private chef requests globally.
- **Switzerland:**
Accounts for 15% of private chef requests globally.
- **United Kingdom:**
Accounts for 10% of private chef requests globally.



Market observations and client demands

The skill level, discretion required, and total flexibility on scheduling all push compensation higher.

Around 10% of all our private chef requests now specifically ask for Michelin-starred experience. Clients want to impress their guests and often need highly specialized nutrition expertise.

The versatility problem

Clients increasingly seek chefs without a fixed signature style. The capacity to shift between French, Italian, Japanese, and Arabic cuisine daily. These four styles lead current demand. A chef who masters all of them, without clinging to one particular identity, holds significant value.

When expectations hit reality

The salary range for private chefs in Dubai and the wider Middle East typically sits from AED 15,000 to AED 25,000 per month. Yet some clients expect Michelin-star talent at basic salary levels. That gap creates problems fast.

Unrealistic conditions end placements before they start. Combined duties, non-standard contracts, low wages. The best candidates walk immediately. This applies across all household staff roles, not just chefs.

What clients actually want now

Specialized nutritional knowledge tops the list. Macro balancing, micro-dieting, keto protocols, working alongside nutritionists.

In Los Angeles, 41% of chefs we have placed hold dual certifications in nutrition and culinary arts. In San Francisco, nearly half work with principals following personalized medical nutrition protocols including DNA-based diets, gut biome analysis, or functional lab-based meal planning.

The wellness angle runs deep. Chefs increasingly specialize in gluten-free, dairy-free, alkaline, low-FODMAP, and anti-inflammatory menus.



Many plan directly with personal trainers or private wellness doctors. They're meal prepping for fitness and performance routines, not just cooking dinner.

There's also a growing trend for entertainment at dinner. Clients want chefs to serve and present dishes to guests directly, creating that Michelin-star restaurant experience at home. It's theatre as much as cooking.

Tech, travel, and formality

Different cities show different patterns. San Francisco leads on tech integration, with chefs using app-based inventory systems, digital meal plans, and smart kitchen tools. Many maintain relationships with sustainable farms, foragers, and climate-conscious fisheries.

Travel matters everywhere. Dubai placements frequently involve international travel with the principal or family. Chefs move between primary residences and seasonal properties, adapting menus to different locations. New York chefs commonly split time between city apartments and Hamptons estates.

London retains a more formal flavor. Over half of chefs are trained in formal service

styles including silver service, guéridon, and French multi-course dining. Many have served in ambassadorial, diplomatic, or royal family households. Dubai shows similar patterns with protocol-driven structures.

Language skills matter too. Dubai and London both show high demand for bilingual or multilingual chefs speaking English plus Arabic, French, Hindi, Tagalog, or other languages.

Solving unusual problems

No two chef placements look the same. M&M has negotiated access to hotel kitchens for clients in temporary accommodation. M&M has talked clients through why their budget won't get them the talent level they're demanding.

Many chefs manage culinary operations in estates with multiple staff, working with housekeepers, butlers, or nutritionists. Properties often feature dedicated back-of-house or open-plan show kitchens. The logistics get complex fast.

Every successful placement starts with a trial period. Tasting sessions, checking household fit, making sure the match works in practice. That testing phase is where reality and expectations finally meet.

Private chef market data by city

City	Key statistics
Los Angeles	<ul style="list-style-type: none"> 71% have worked for entertainers, athletes, or HNW individuals in gated estates 58% specialize in wellness-oriented cuisine 41% hold dual certifications in nutrition and culinary arts 65% experienced with meal prepping for fitness routines 36% support travel across multiple residences
Miami	<ul style="list-style-type: none"> 66% have managed culinary operations in estates with multiple staff 71% of placements involve dedicated back-of-house or show kitchens 57% of clients request chefs who liaise with trainers or wellness doctors 63% of placements request rotating global cuisines 81% of clients retain their chef beyond initial contract
New York	<ul style="list-style-type: none"> 48% of clients request seasonal, locally sourced menus 33% experienced in discreet event planning 54% trained in both estate service and luxury hospitality 61% travel between city residences and Hamptons estates seasonally 91% complete a full annual contract or longer
San Francisco	<ul style="list-style-type: none"> 44% work with personalized medical nutrition protocols 57% requested to use smart kitchen systems and app-based tools 39% maintain relationships with sustainable farms and foragers 28% selected for plant-based gastronomy and "food as medicine" 76% support hybrid live-in or rotational care households
London	<ul style="list-style-type: none"> 52% trained in formal service styles (silver service, guéridon) 46% have served in ambassadorial, diplomatic, or royal households 31% qualified in nutritional planning 43% of principals request chefs fluent in two + languages 86% of placements extend beyond initial term
Dubai	<ul style="list-style-type: none"> 44% of placements involve international travel with principal 56% are bilingual or multilingual 58% serve across multiple residences under royal/protocol structures 42% chosen for collaboration with nutritionists or medical teams 89% are full-time, live-in, or rotational roles

The childcare sector:

Nanny, governess, travelling nanny and maternity nurse profile

The childcare industry for High-Net-Worth (HNW) and Ultra-High-Net-Worth (UHNW) families demands candidates who are highly professional, culturally fluent, and possess specialized skills that extend beyond basic care.

The roles of nanny, travelling nanny, and governess each require distinct expertise, while the maternity nurse role addresses critical, short-term needs.

The nanny:

A blend of care, education, and household coordination.

Nannies in UHNW households are foundational to a child's development, with their duties often extending to high-level household coordination, managing family calendars, arranging school schedules, and booking family travel.

Morgan & Mallet's placement success rate for the nanny role is 96%, with an average of six years experience among candidates.

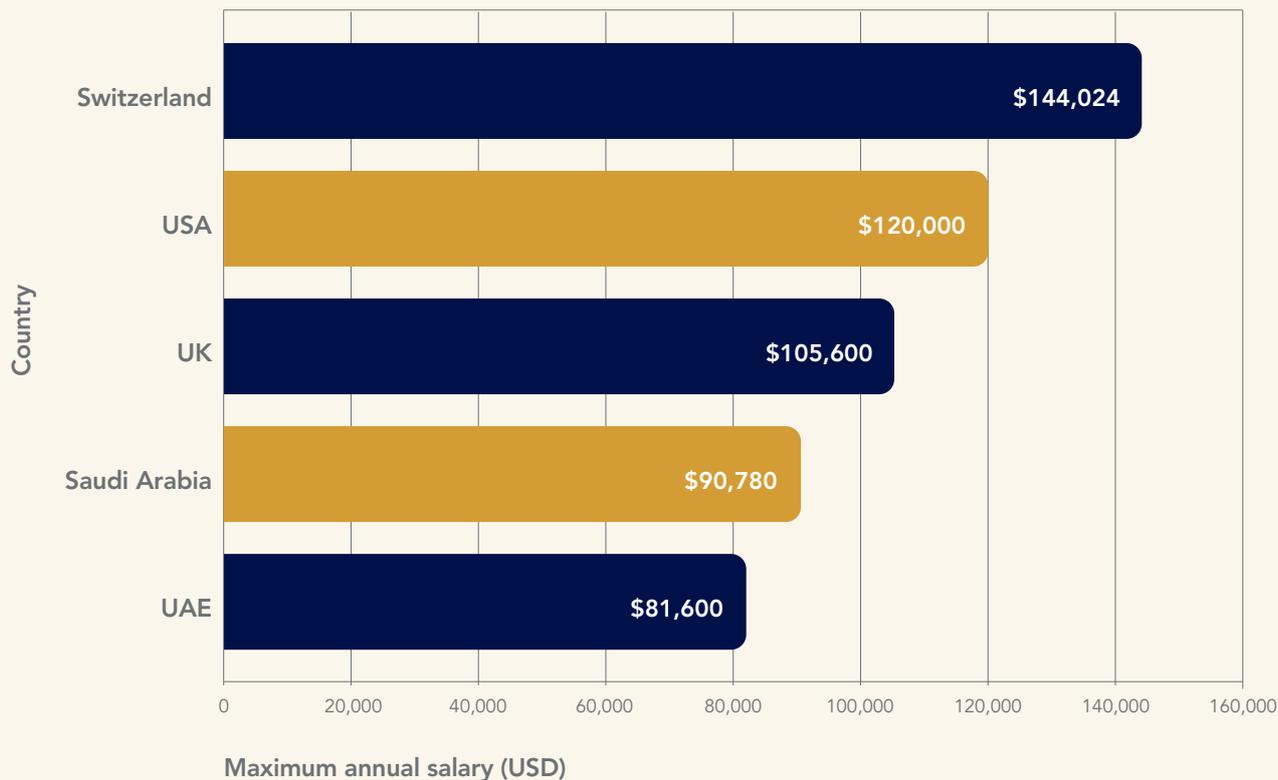
First Aid certification is mandatory for all childcare placements. Experience is the most crucial factor for nannies.

Key insights:

- Switzerland leads global nanny salaries of our placements at \$144,024 while the USA follows at \$120,000. Location drives compensation more than experience alone.
- UK families request nannies most frequently, representing 24% of all our nanny. Dubai/Riyadh follows at 22%, making childcare the second most sought-after role in this region.
- 96% placement success rate shows the industry's maturity. Candidates average six years experience, with First Aid certification required for all positions.
- 86% of nannies we have placed in Los Angeles in multi-staffed estates. Most speak multiple languages (68%) and know specialized teaching methods like Montessori or Waldorf (73%).
- Specialized skills vary by location: Miami nannies we have placed focus on water safety (66%), San Francisco candidates know STEM education (76%), and London nannies prepare children for elite schools (74%).

Top five paying countries for nannies

The location of the role heavily influences compensation, often superseding raw experience.



Data source: Morgan & Mallet company data report 2025/2026.

Full gross yearly salary guide (2026)

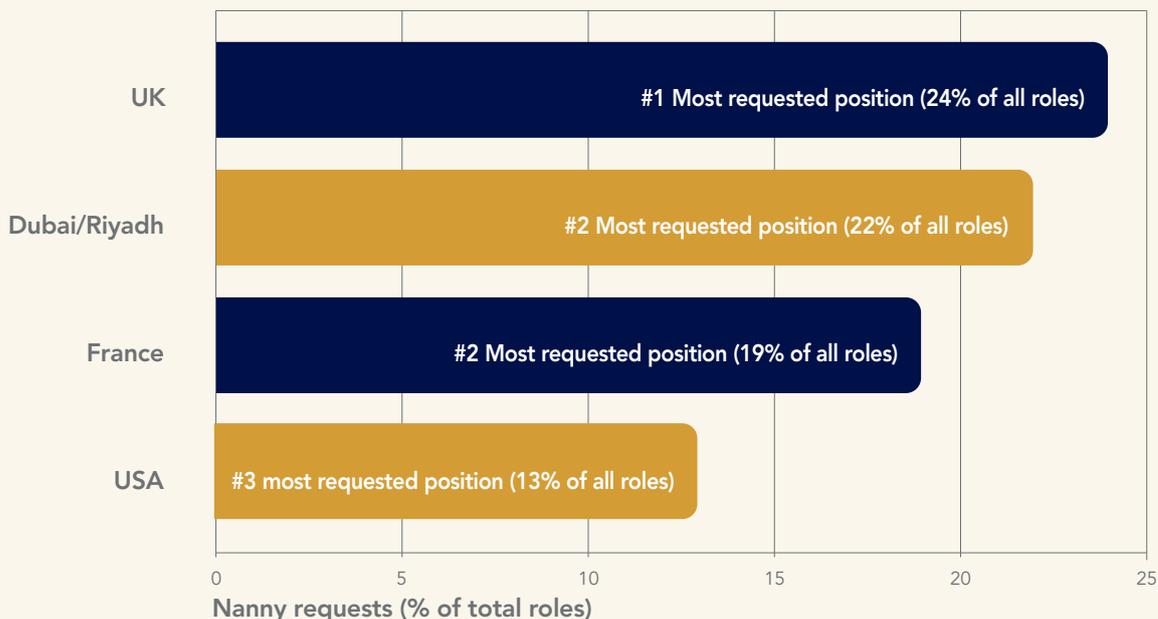
The table below provides the annual gross salary ranges from our placement data for key childcare and education roles across the highest-paying markets.

Salaries are converted to their USD equivalent for easy comparison, using the average 2025 exchange rates.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	Switzerland	CHF	80,000 – 120,000	\$144,024
2	USA	USD	60,000 – 120,000	\$120,000
3	UK	GBP	50,000 – 80,000	\$105,600
4	Saudi Arabia	SAR	250,000 – 340,000	\$90,780
5	UAE	AED	216,000 – 300,000	\$81,600
6	France	EUR	45,000 – 60,000	\$67,200
7	Belgium	EUR	45,000 – 60,000	\$67,200
8	Monaco	EUR	52,000 – 57,000	\$63,840

Nanny role demand by region - ranking and percentage of all roles

Our data highlights how critical the nanny role is in relation to all other staff requests within that specific market.



Data source: Morgan & Mallet company data report 2025/2026.

Global nanny profiles

Nannies working for HNW and UHNW families typically join households with multiple staff members. Most bring teaching qualifications and speak several languages.

Los Angeles: Nannies usually work alongside other household staff (86%). Nearly three quarters (73%) have training in Montessori, Reggio Emilia, or Waldorf methods. Most speak at least two languages (68%), usually Spanish, French, or Mandarin.

New York: Nannies manage city-specific challenges like security protocols in high-rise buildings and coordinating school runs with drivers and private tutors. Most (83%) work in secure penthouses. A large proportion (78%) specialize in infant and toddler care, while 69% handle complex scheduling with other staff.

Miami: Positions often require bilingual or trilingual skills (84%). English, Spanish, and Portuguese are the most common combinations, supporting early language immersion. Two thirds (66%) have water safety and pool supervision training.

San Francisco: Families, many from tech and venture capital backgrounds (82%), look for nannies trained in STEM activities and project-based learning (76%).

London: Nannies know the British Early Years Foundation Stage curriculum (72%).

Dubai: Candidates work in private villas or palaces in areas like Emirates Hills, Palm Jumeirah, and Al Barari (88%). Cultural awareness is critical. Most speak at least two languages (74%), including English, Arabic, French, Tagalog, or Hindi.

Heat safety is part of the role, with 71% trained in outdoor play protocols and hydration management. Many support children in British, IB, or French school systems (69%), and over half (59%) have worked in households that observe Ramadan or other cultural practices.

Stability and hybrid roles

Long-term retention rates are high. In Los Angeles and New York, 91% of placements last multiple years or expand into broader roles. Dubai placements perform slightly better at 92%.

Many Dubai families require nannies to relocate with them to London, Paris, or Geneva during summer months or school terms.

Some families request combined housekeeper/nanny roles. These typically split 60% housekeeping and 40% childcare.

In the US, salaries for this hybrid role average \$100,000. Recruiters suggest that if a family needs advanced cooking skills or specific dietary expertise, hiring two separate specialists usually works better.

The governess:

Guiding learning, academic balance, and holistic development.

The governess focuses on education, academic support, and balancing schoolwork with free time according to family priorities. She acts as both teacher and diplomatic guide.

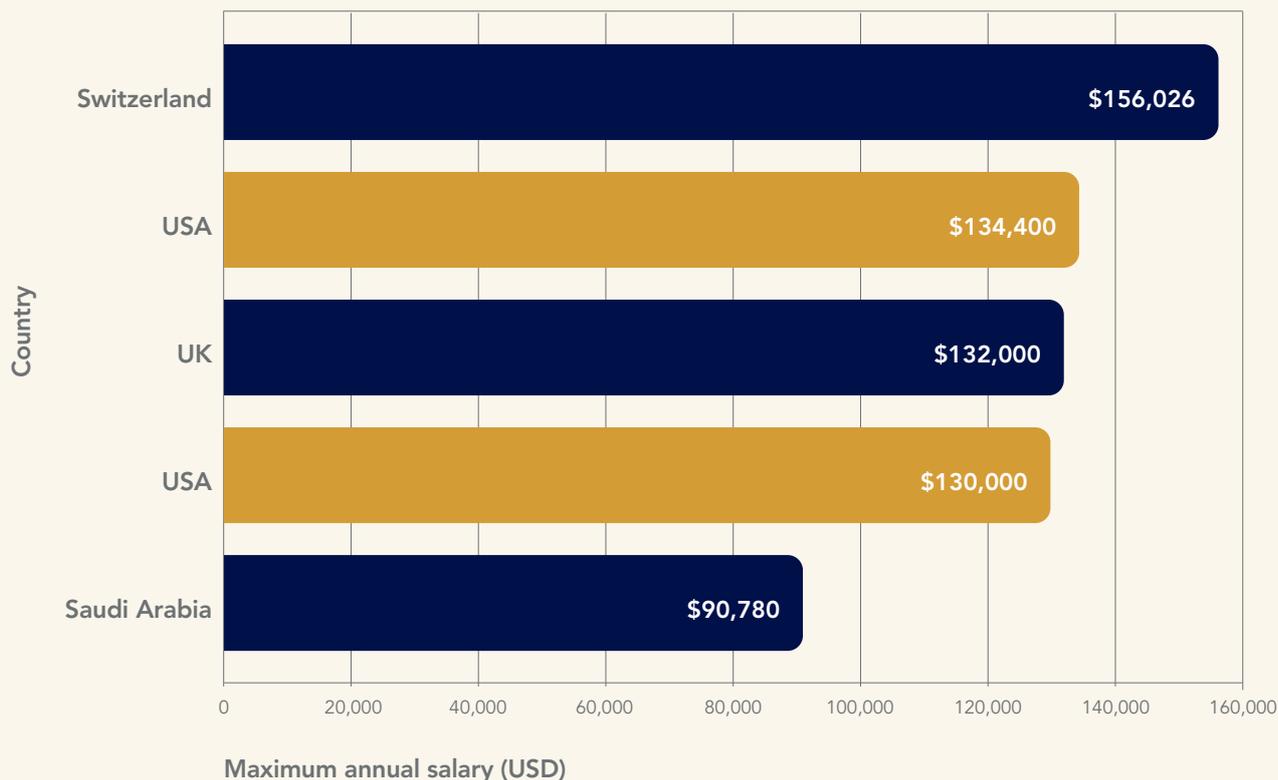
Governesses, sometimes called nanny-tutors, play a central role in UHNW children's learning. They handle extra tutoring and weekend activities for children aged 5 to 12.

Key insights:

The governess, or nanny-tutor hybrid, sits at the center of a UHNW child's education. She manages extra tutoring and weekend activities for children aged 5 to 12.

- **Role distribution:** Governesses make up 3.71% of all registered childcare specialists.
- **Dual duties:** 39.91% of childcare specialists also perform housekeeping duties.
- **Tutor experience:** 10.56% of childcare specialists have documented tutor experience.
- **Skill premium:** Clients favor the "old European way to educate people" and European candidates in general.
- **Key demand:** The demand for governesses is very high in Dubai and Saudi Arabia.

Top paying countries for governesses



Data source: Morgan & Mallet company data report 2025/2026.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	Switzerland	CHF	90,000 – 130,000	\$156,026
2	Monaco	EUR	80,000 – 120,000	\$134,400
3	UK	GBP	55,000 – 100,000	\$132,000
4	USA	USD	70,000 – 130,000	\$130,000
5	Saudi Arabia	SAR	250,000 – 340,000	\$90,780
6	UAE	AED	180,000 – 300,000	\$81,600
7	Belgium	EUR	45,000 – 70,000	\$78,400
8	France	EUR	45,000 – 60,000	\$67,200

The modern governess: rising salaries and growing demand

Only 3.71% of all M&M childcare specialists are governesses. Additionally, 39.91% of childcare specialists also perform housekeeping duties, and 10.56% have documented tutor experience. Governess wages have increased over the past few years, especially when the role requires higher qualifications, flexibility, travel, extended hours, or dual tasks.

Clients tend to prefer the traditional European approach to education and generally favor European candidates. The demand for governesses is very high in Dubai and Saudi Arabia. The highest demand is for those with native English (specifically a British accent) or French-speaking skills for language instruction.

Travel nannies:

Take off as wealthy families go global.

Wealthy families are increasingly seeking nannies who can travel with them between homes across the globe.

This growing trend has created a specialized market for travel-ready childcare professionals, with clients strongly preferring candidates holding Western passports to avoid visa complications.

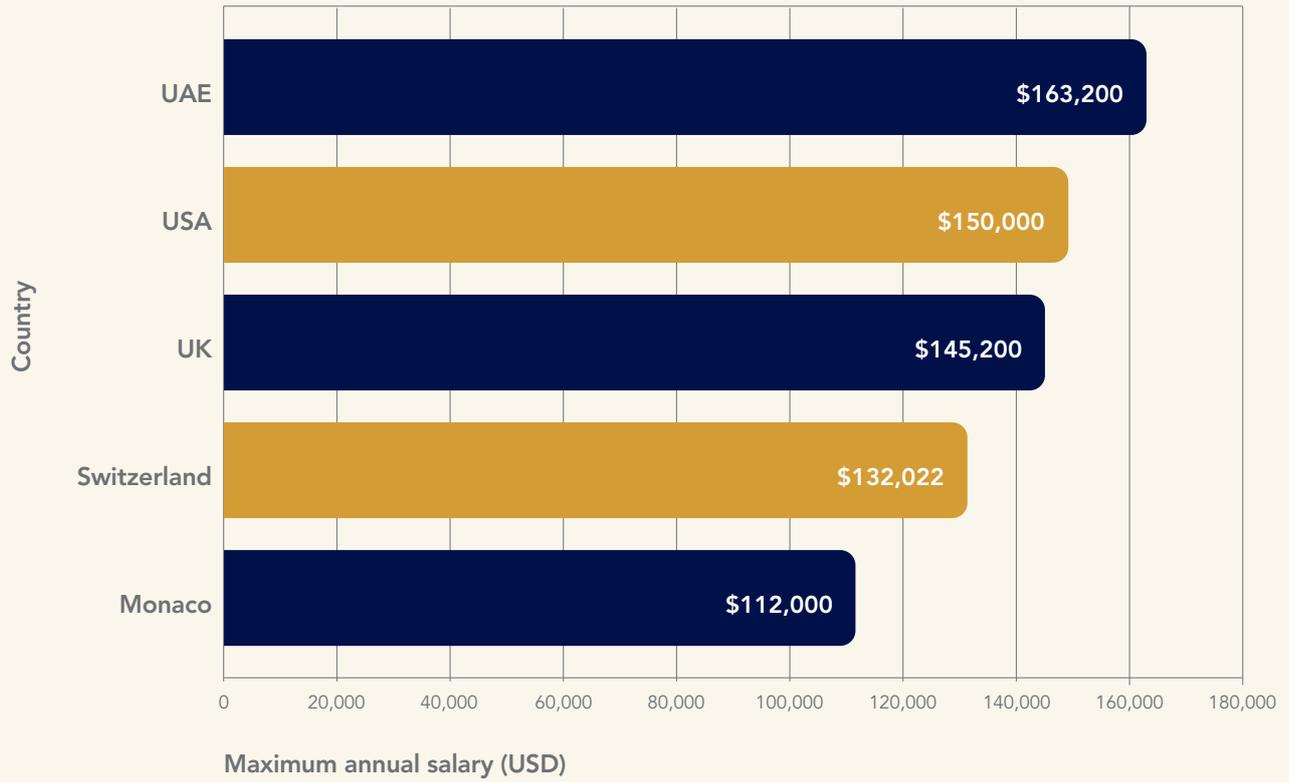
Unfortunately, this preference often excludes qualified professionals from other countries who face travel restrictions despite having the right skills and experience.

Key insights:

The demand for traveling nannies has seen a significant increase, driven by UHNW families' frequent, multi-property, and global mobility.

- **Role demand:** 4.82% of all M&M's childcare specialists registered are traveling nannies.
- **Compensation premium:** The demand has led to increased wages for these positions due to the high flexibility and specific requirements.
- **Crossover roles:** The ROTA nanny role is highly in demand and typically lasts 6 to 12 months, with many evolving into a governess or hybrid role.
- **Candidate profile:** Traveling nannies must be 100% flexible and possess strong passports (US, European, UK) that allow for ease of international travel.
- **Los Angeles leads in travel readiness:** 82% of LA-based candidates offer domestic and international travel services, including private jet experience.
- **Career progression opportunities:** Most ROTA placements last 6-12 months before transitioning into permanent governess or hybrid positions.

Top paying countries for governesses (2025 data)



Data source: Morgan & Mallet company data report 2025/2026.

Full Gross Yearly Salary Guide (2026)

The table below provides the annual gross salary ranges from our placement data for governess roles across the highest-paying markets.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	UAE	AED	300,000 – 600,000	\$163,200
2	USA	USD	70,000 – 150,000	\$150,000
3	UK	GBP	55,000 – 110,000	\$145,200
4	Switzerland	CHF	70,000 – 110,000	\$132,022
5	Monaco	EUR	70,000 – 100,000	\$112,000
6	Saudi Arabia	SAR	250,000 – 400,000	\$106,800
7	France	EUR	60,000 – 90,000	\$100,800
8	Belgium	EUR	45,000 – 60,000	\$67,200

Metric	Key finding (across all markets)	Relevant percentage (%)
Placement success rate	Placements consistently lead to long-term retention, with most cities showing over 88% of placements retained beyond the initial contract or 12 months.	<ul style="list-style-type: none"> • 92% (Dubai), • 91% (Los Angeles), • 91% (New York)
Average experience	High demand for travel-ready nannies experienced in maintaining routines across multiple time zones and residences.	<ul style="list-style-type: none"> • 82% of LA candidates have provided travel-ready nannyng, including private jet readiness.
Key skill/qualification	Multilingualism is a defining feature, particularly in international and major US cities, supporting bilingual education.	<ul style="list-style-type: none"> • 74% of Dubai candidates are fluent in at least two languages. • 68% of LA candidates are fluent in two or more languages (Spanish, French, or Mandarin).
Key skill/qualification	Coordination with elite/private education is a near-universal requirement in major cities.	<ul style="list-style-type: none"> • 77% of LA candidates have supported children in elite schools (managing transport/routines). • 72% of NY candidates coordinate with tutors/consultants for elite institutions.
Key skill/qualification	High competence in formal household integration and working with other staff.	<ul style="list-style-type: none"> • 88% of Dubai candidates have worked in private villas or palaces with formal household protocols. • 86% of London candidates have worked in multi-level townhouses.
Key skill/qualification	High demand for specialized educational methods (Montessori, Reggio Emilia) or STEM-based learning in US markets.	<ul style="list-style-type: none"> • 76% of San Francisco candidates are trained in STEM-based early learning/ Montessori. • 73% of LA candidates have experience with Montessori/Reggio Emilia methods.

Other specialists: maternity nurse

The maternity nurse is a highly specialized, short-term role focused on providing 24-hour support to new parents, often for the first few months.

Families in Monaco face particular challenges in hiring a maternity nurse, including the difficulty of finding highly experienced, immediately available candidates who are willing to relocate at very short notice. A common requirement is for a bilingual nurse, often French and English.

There is increasing demand for nurses with experience in complex care and special neonatal needs, which requires specific training and qualifications. Formal qualifications (NNEB, NCT training, neonatal certificates) and documented experience with HNW/UHNW families are increasingly emphasized.

In Monaco, the rate for a typical standard maternity nurse role ranges from €300 to €380 per 24 hours worked, with a note that this can increase massively for specific care.

The vital role of: **Executive and personal assistants**

In the Ultra-High-Net-Worth world, personal assistants (PA) and executive assistants (EA) keep their principals' lives running smoothly.

They link business operations, private matters, and global properties across time zones and countries. The two roles are not the same.

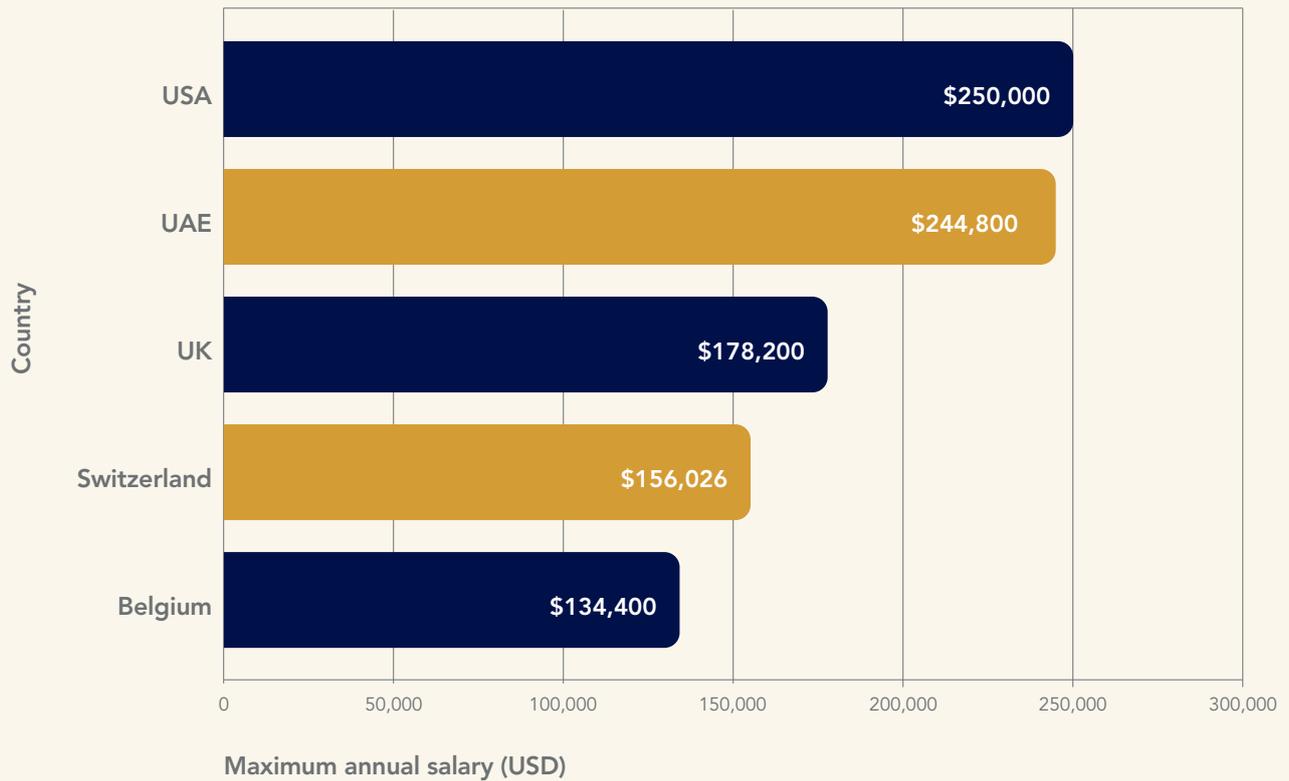
The personal assistant role:

Run the private lives of ultra-wealthy individuals. The job is personal, relies on trust, and has no real off hours.

Key insights:

- Salary differences between locations are significant. USA positions reach \$250,000, UAE roles hit \$244,800, while Saudi Arabia caps around \$32,040, the UK, Switzerland, and Belgium complete the top five paying markets.
- Dubai has the highest language requirements. Three quarters of M&M's PAs (75%) speak Arabic, English, French or Russian. Most work for international families who need someone who understands cultural protocols.
- In Los Angeles nearly all PAs (92%) remain with their employers for two years or more. Almost half speak multiple languages, usually Spanish, French and Mandarin. Most (84%) have worked with families worth \$30 million or above.
- New York PAs need school knowledge. Most Manhattan assistants (91%) handle private school applications and children's schedules. They manage penthouses and Hamptons properties while juggling international time zones.
- Tech shapes San Francisco jobs. Most PAs (83%) support venture capital or biotech principals. They use app scheduling and smart home technology, with 78% of clients requesting help with sustainable living choices.

Top five paying countries for personal assistants



Data source: Morgan & Mallet company data report 2025/2026.

Global annual salary comparison for personal assistants

This table lists top gross annual salaries for personal assistants across eight markets. Figures are shown in local currency with USD conversions, ranked from highest to lowest pay.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	80,000 – 250,000	\$250,000
2	UAE	AED	300,000 – 900,000	\$244,800
3	Switzerland	CHF	90,000 - 130,000	\$156,026
4	UK	GBP	60,000 – 135,000	\$178,200
5	Belgium	EUR	70,000 – 120,000	\$134,400
6	Monaco	EUR	70,000 – 100,000	\$112,000
7	France	EUR	45,000 – 60,000	\$67,200
8	Saudi Arabia	SAR	72,000 – 120,000	\$32,040



What the role actually is

The personal assistant job in wealthy households goes far beyond regular admin work. It's lifestyle management at its core. Executive assistants handle the corporate side of a CEO's life. Private PAs live in the personal world, running everything from daily errands to international travel plans.

The job needs someone who can adapt fast, maintain discretion, and run operations smoothly. PAs manage household staff and coordinate schedules across multiple homes in different time zones.

They connect their employer to the private world, handling mail, tracking budgets, booking jets, and dealing with family offices and luxury vendors.

Work usually doesn't stop at 6 PM. The employer's personal life needs help at all hours. They see and hear everything confidential and personal.

The confidentiality question

The single biggest challenge for personal assistants is discretion. They see bank statements, private arguments, personal affairs. The work is deeply intimate, and confidentiality isn't optional.

Recruiters say soft skills like honesty, flexibility, and discretion matter more than technical abilities in these roles.

In high-demand markets like Dubai, a PA search can involve founders, lawyers, and family office heads in multi-stage meetings just to ensure the right fit.

Non-disclosure agreements and family office frameworks are standard.

Tools of the trade

78% of Los Angeles PAs we have placed are trained in digital tools like Google Workspace, Notion, and Asana. In San Francisco, that rises to include app-based scheduling and digital dashboards for smart-home systems.

But the tech is secondary. What matters is the ability to anticipate needs, stay calm under pressure, and maintain discretion.

The skills PA's have by location

The profile of a successful PA or EA varies by city, but patterns emerge.

City	Key statistics
Los Angeles	<p>84% of PA candidates here have supported families worth \$30 million or more. Nearly half speak two or more languages, most commonly Spanish, French, and Mandarin.</p> <p>73% offer both lifestyle management and executive-level support. That includes scheduling, travel, and vendor liaison. Another 73% are experienced in luxury asset coordination like private jets, art collections, and exotic vehicles.</p> <p>92% of placed assistants stay for two years or longer. 88% of LA clients rehire or refer another principal within a year.</p>
Miami	<p>69% of Miami-based PAs have supported clients with dual U.S. and Latin American business interests. 74% are experienced in managing oceanfront or multi-residence households.</p> <p>61% are fluent in English and Spanish, with many also speaking Portuguese or Haitian Creole. 86% have coordinated seasonal event calendars, including Art Basel, regattas, and private galas.</p>
New York	<p>82% of New York PAs have supported principals in finance, law, or media. 88% have coordinated multi-residence households, often split between city penthouses and Hamptons estates.</p> <p>91% have experience with private schools, admissions calendars, and child-related scheduling. 76% are trained in managing calendars across East Coast and international time zones.</p>
San Francisco	<p>83% of San Francisco PAs have supported clients in tech, venture capital, or biotech. 71% are skilled in digital ecosystem management, including app-based scheduling and smart-home systems.</p> <p>78% of San Francisco clients request assistants trained in sustainability-conscious lifestyle management. 56% have coordinated philanthropic initiatives or board obligations.</p>
London	<p>79% of London PAs have supported principals with cross-border estates in the UK, France, Switzerland, and UAE. 67% hold prior experience in British aristocratic, diplomatic, or private banking households.</p> <p>73% are trained in Royal Household-style discretion and formal event preparation. 58% have managed large heritage properties or historic residences.</p>
Dubai	<p>88% of Dubai-based PAs have supported UHNW clients from the GCC region or international royal families. 75% are multilingual, with Arabic, English, French, and Russian the most common combinations.</p> <p>82% have experience with private aviation, yacht charters, and high-level hospitality arrangements. 91% of Dubai clients request assistants familiar with cultural protocols, modesty standards, and formal presentation.</p>

The executive assistant role:

This role runs the business side of a principal's life, managing corporate calendars, coordinating with departments, and keeping everything on schedule within company hours.

Key insights:

- Executive assistants work within corporate structures with set hours and boundaries. Personal assistants manage private lives with no real off-time. The EA answers to the company, the PA to the individual.
- USA leads EA salaries at \$250,000, followed by Switzerland at \$180,030 and UAE at \$163,200. The top three markets pay significantly more than other regions.
- Technical skills and corporate knowledge matter more for EAs than PAs. They need to understand board schedules, financial calendars, and how to navigate large organizations without disrupting workflow.

What the role actually is

An executive assistant focuses on corporate support and business tasks. They typically work 9-to-5, Monday to Friday, with clear boundaries between work and personal time. They're hired by companies and stick to professional responsibilities.

EAs handle the corporate machine. They coordinate with legal and finance teams on confidential contracts. They serve as a link between the principal's professional and private calendars, managing some personal items like vacation schedules while staying within company rules.

A PA may help arrange a flight. An executive assistant will coordinate with the legal and finance teams on confidential contracts.

The professional distance

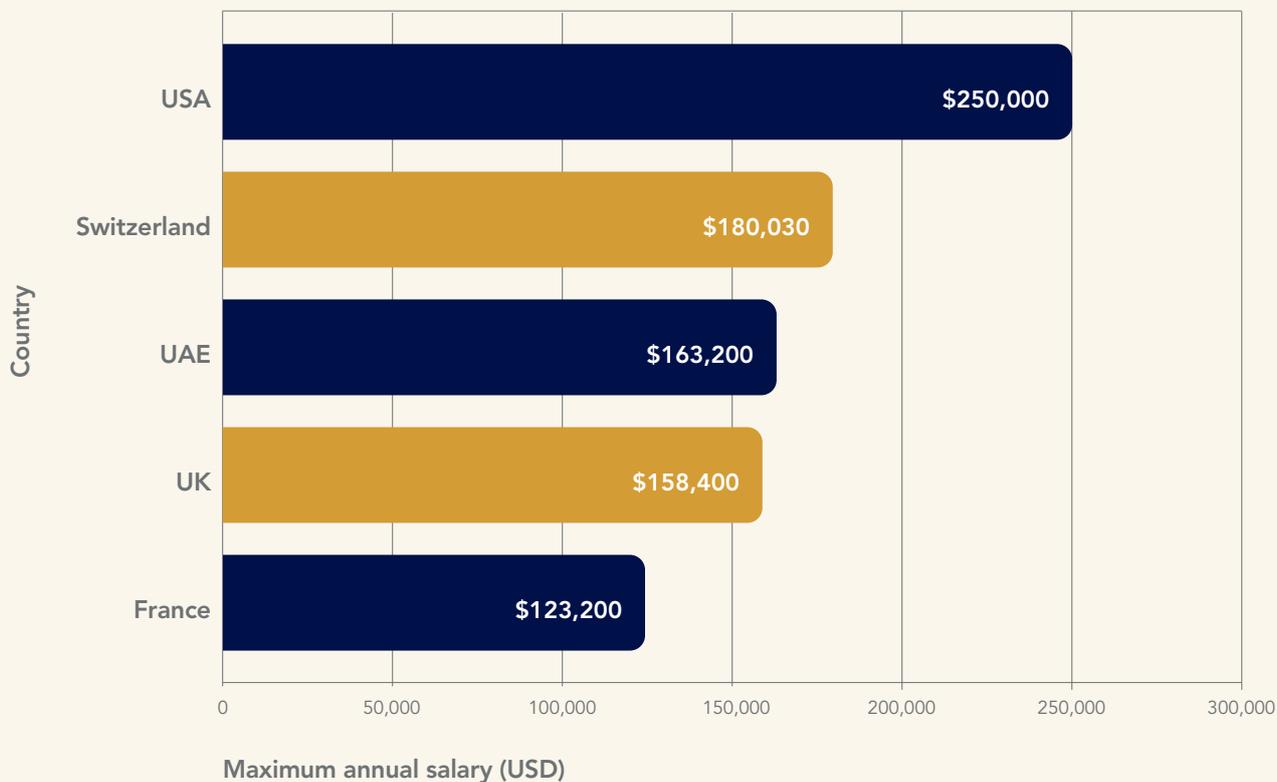
The relationship is built on corporate structure rather than personal closeness. They answer to the company, not just the individual.

That said, discretion still matters. EAs in UHNW environments often handle sensitive business information, confidential deals, and high-stakes scheduling. But the nature of the confidentiality is different. It's business, not personal life.

Where the money is

Executive assistant salaries also vary by location, with compensation reflecting the corporate nature of the role.

Top five paying countries for executive assistants



Data source: Morgan & Mallet company data report 2025/2026.

Global annual salary comparison for executive assistants

This table shows maximum gross annual salaries for executive assistants across eight countries. Salaries are ranked highest to lowest, with figures in local currency and USD equivalents for comparison.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	120,000 – 250,000	\$250,000
2	Switzerland	CHF	110,000 – 150,000	\$180,030
3	UAE	AED	240,000 – 600,000	\$163,200
4	UK	GBP	70,000 – 120,000	\$158,400
5	France	EUR	70,000 – 110,000	\$123,200
6	Monaco	EUR	70,000 – 110,000	\$123,200
7	Saudi Arabia	SAR	270,000 – 450,000	\$120,150
8	Belgium	EUR	60,000 – 90,000	\$100,800



The skills that matter

Recruiters advise both EAs and PAs to focus their resumes on soft skills like discretion, honesty, and flexibility. But for executive assistants, technical skills carry more weight than they do for personal assistants.

Structure, documentation, and understanding corporate procedures matter in this role. So does the ability to navigate large organizations and work with multiple departments without disrupting workflow.

Executive assistants need to understand the business side of their principal's life. That means grasping financial calendars, board schedules, and the pace of corporate decision-making. The role requires someone who can anticipate business needs, not just personal ones.

Ultra-high-net-worth housekeepers:

The invisible backbone of luxury estates.

In the world of billionaires and private estates, housekeepers are the unseen professionals behind every clean surface and perfectly maintained property.

They manage materials worth millions, preserve heritage interiors, and maintain homes across climates and continents. The demand for "five-star housekeepers" has never been higher, and neither have the salaries.

Key Insights:

- **Consistent demand:** Housekeepers rank as one of our top five most requested positions in major UHNW markets, including the US, UK, UAE, France, Monaco, and Switzerland.
- **Highest salaries in the USA:** American households pay the most, with compensation reaching \$160,000 annually for experienced professionals.
- **Switzerland ranks second:** Salaries climb to \$144,024 USD equivalent, reflecting the premium placed on expertise in luxury household management.
- **Experienced professionals dominate:** Almost half of M&M candidates (45.5%) are head housekeepers, indicating strong demand for managerial and senior-level household care.
- M&M only recruits housekeepers with at least three years of experience. The average experience level among our housekeeper placements is three to five years.

Where the money is

Our data shows salaries for housekeepers have risen sharply in recent years. Labor shortages and cultural shifts have pushed demand up, and compensation has followed.



Global annual salary comparison for housekeepers

This table presents top gross annual salaries for housekeepers across eight regions. Pay is ranked highest to lowest, showing both local currency and USD equivalents.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	90,000 – 160,000	\$160,000
2	Switzerland	CHF	80,000 – 120,000	\$144,024
3	Saudi Arabia	SAR	300,000 – 450,000	\$120,150
4	UK	GBP	50,000 – 80,000	\$105,600
5	UAE	AED	180,000 – 300,000	\$81,600
6	France	EUR	45,000 – 60,000	\$67,200
7	Belgium	EUR	45,000 – 60,000	\$67,200
8	Monaco	EUR	45,000 - 55,000	\$61,600

The real requirements for luxury housekeeping jobs

The highest paying countries offer excellent compensation for experienced housekeepers who understand luxury standards, heritage surface care, and the demands of UHNW households.

What the role requires:

- **Material expertise:** Must know how to care for luxury surfaces like marble, terrazzo, and Venetian plaster.
- **Hybrid positions are common:** 21.7% of our housekeeper profiles include documented cooking experience (housekeeper/cook roles), while housekeeper/nanny positions blend childcare with household maintenance.
- **Gulf-specific training:** In high-demand markets like Dubai, housekeepers need modesty awareness, quick-dry care techniques for extreme heat, and the ability to adjust routines for family customs and religious practices.
- **Recruitment patterns:** Many successful candidates applying for Middle East roles come from the Philippines and India, where formal training in luxury household management is common.

The confidentiality standard:

- **Discretion is everything:** Recruiters prioritize trustworthiness and mindset over technical abilities.
- **Legal requirements:** Non-Disclosure Agreements (NDAs) and "total silence" are standard across UHNW households.
- **No exceptions:** A housekeeper who can't maintain absolute confidentiality won't last in UHNW households or celebrity estates.

The modern housekeeper's toolkit

Technology has changed the role. 78% of housekeepers in Los Angeles and San Francisco are trained in smart home systems for doors, lights, and climate control. Modern vacuum cleaners, steam systems, and app-based household management tools are now standard.

But the tech is secondary. What matters is the ability to care for delicate materials, anticipate needs, and stay invisible. A good housekeeper knows when to be present and when to disappear.

The hiring challenge

Finding the right person isn't simple. Hiring for a hybrid role like housekeeper/governess is rarely straightforward. Combining two jobs requires someone with the skills, temperament, and flexibility to handle both without compromising either.

In high-demand markets like Dubai, housekeeper searches can involve multiple rounds of interviews, reference checks, and trial periods. Recruiters say the process mirrors PA searches in terms of level of detail required.

Many housekeepers applying for roles in the Middle East come from countries like the Philippines and India. But wherever they're from, the best candidates share the same qualities: trustworthy, experienced, professional, discreet, and flexible.

What six global cities look for in a housekeeper

The profile of a successful housekeeper varies by city, but patterns emerge based on local architecture, climate, and lifestyle.

City

Key statistics

Los Angeles

88% of LA housekeepers we have placed, maintained contemporary estates with delicate finishes, including terrazzo, Venetian plaster, and open-plan layouts. These materials require specialized knowledge and gentle, precise care.

100% are vetted for solo and coordinated care. They adapt to family schedules, pet routines, and filming requirements when principals or celebrity clients are working from home. The ability to stay invisible while maintaining perfection is critical.

81% have worked in multi-staffed homes, supporting smooth transitions between principal stays, guests, and event hosting. In LA's entertainment and tech elite households, that means adjusting to unpredictable schedules without losing attention to detail.

Miami

86% of Miami housekeepers have cared for tropical residences with outdoor living areas. They maintain salt-exposed materials, poolside zones, and guest suites in one of the most humid and challenging climates for luxury home care.

100% are trained in high-humidity housekeeping standards. That includes linen preservation, mold-sensitive storage, and quick-dry techniques to prevent damage in Florida's tropical environment.

77% have worked in multi-staffed homes, aligning housekeeping flow with rotating guests and off-season maintenance teams. Miami's seasonal calendar demands flexibility. Housekeepers must prepare properties for high-season entertaining, then shift to deep maintenance during quieter months.

New York

89% of our New York housekeepers have supported primary and pied-à-terre households. They manage rotation-ready wardrobes, museum-grade interiors, and floor-by-floor standards in vertical living spaces like penthouses and townhouses.

100% are vetted for routine autonomy. They're trusted to uphold detail-level consistency in occupied and unoccupied residences, often working without direct supervision for weeks at a time when principals travel.

83% have worked in multi-staffed homes, coordinating discreetly with service flow, delivery schedules, and private events. In New York's fast-paced UHNW environment, housekeepers must stay invisible while keeping everything running.

San Francisco

84% of our San Francisco housekeepers have maintained tech-forward residences and hillside properties. That includes natural light cleaning techniques, stair-focused layouts, and vertical space care in homes built into the Bay Area's steep terrain.

100% are trained in minimal-interference care. They adjust tasks around low-occupancy usage and sustainable household systems, reflecting San Francisco's eco-conscious culture. Many clients request green cleaning products and waste-reduction practices.

78% have served in multi-staffed homes, preserving a quiet, consistent environment for work-from-home principals. In Silicon Valley households, housekeepers must move silently around home offices and conference calls without disrupting the flow of billion-dollar business decisions.

London

87% of London housekeepers we placed have worked in townhouses and mews homes. They manage narrow-format layouts, antique furnishings, and layered daily tasks in properties that may be centuries old.

100% are vetted for heritage surface care, wardrobe rotation, and seasonal room staging in traditional London households. Many have experience in Royal Household-style standards or British aristocratic estates where formal protocols still apply.

80% have served in multi-staffed homes, blending formal housekeeping routines with modern family scheduling. London clients expect a balance of tradition and flexibility, especially in households that host diplomatic events or formal dinners.

Dubai

85% of our Dubai housekeepers have managed villas with marble finishes, indoor gardens, and shaded courtyards. They ensure daily readiness during high temperatures and the unique demands of Gulf luxury architecture.

100% are trained in Gulf-specific standards. That includes modesty awareness, quick-dry care in extreme heat, and high-frequency dust control in desert climates. Cultural sensitivity is as important as technical skill.

76% have worked in multi-staffed homes, adjusting housekeeping cadence for family customs, religious practices, and guest hosting. In UHNW households, housekeepers must understand prayer schedules, Ramadan routines, and formal hospitality traditions.

Chauffeurs:

Ultra-high-net-worth households.

In the Ultra-High-Net-Worth world, chauffeurs are far more than drivers. They're security-trained professionals, logistics coordinators, and silent guardians of their principal's time, privacy, and safety. They navigate complex cities, manage multi-vehicle fleets, and operate under strict confidentiality protocols.

The demand for professional chauffeurs has never been higher. In major cities like New York, Los Angeles, London, and Dubai, traffic and time-saving have made them essential.

Key insights:

- **Switzerland pays the highest:** Our chauffeurs earn up to \$144,024 annually, making it the highest-paying country for private driving professionals worldwide.
- **Tech sector creates unique needs:** 74% of chauffeurs we've placed in San Francisco navigate Silicon Valley campuses with security clearances, serving entrepreneurs and investors in Pacific Heights and Atherton.
- **Language skills matter:** 61% of our Dubai chauffeurs speak three or more languages, typically English, Arabic, and Hindi, reflecting the emirate's multicultural household requirements.
- **Long-term retention is the norm:** 88% of Los Angeles clients keep the chauffeurs we placed through multi-year contracts, showing that trust, once established, creates lasting professional relationships.
- **Multi-property coverage is standard:** 91% of London principals with our chauffeurs require year-round availability for transfers between city residences, country estates, and European homes.

Where the money is

Salaries for chauffeurs have risen sharply in recent years. Demand is increasing in major cities where traffic, security concerns, and the complexity of parking make professional drivers essential.



Global annual salary comparison for chauffeurs

This table displays maximum gross annual salaries for chauffeurs across eight countries. Figures appear in local currency with USD conversions, ordered from highest to lowest.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	Switzerland	CHF	90,000 – 120,000	\$144,024
2	USA	USD	80,000 – 130,000	\$130,000
3	UK	GBP	50,000 – 90,000	\$118,800
4	Monaco	EUR	60,000 - 90,000	\$100,800
5	France	EUR	45,000 – 60,000	\$67,200
6	Belgium	EUR	45,000 – 60,000	\$67,200
7	UAE	AED	140,000 – 230,000	\$62,560
8	Saudi Arabia	SAR	84,000 – 144,000	\$38,448

The top-paying countries offer high compensation for experienced chauffeurs who understand luxury vehicle operation, security protocols, and the demands of UHNW households.

What the role actually is

A chauffeur's primary responsibility is driving the principal and family members, particularly in large cities where traffic is complicated. But in UHNW households, the job extends far beyond turning the steering wheel.

As Rachel Dixon, lead recruiter in London, noted, some requests can be quite specific. A recent Mayfair client wanted a chauffeur with London knowledge who could navigate by memory rather than GPS.

Security training is now standard. Most chauffeurs learn protective driving and work with bodyguards. They know multiple routes to every destination.

The golden rules: stay silent unless spoken to. Never ask about destinations. Remain invisible. Good chauffeurs disappear until needed.

The modern chauffeur's toolkit

A clean driving license is a must. Agencies check the license to ensure there are no issues, such as accumulated points or violations. One speeding ticket can disqualify a candidate.

Candidates must have good presentation, education, and language skills. The typical profile is often a mature person between 30 and 45, sometimes 50 to 60 for traditional roles. Many are single or have families but few children, as the job demands long hours.

The most popular nationalities applying for chauffeur roles in the UAE market are Indian and Pakistani. But wherever they're from, the best candidates share the same qualities: professional, discreet, knowledgeable, and flexible.

What clients are actually hiring

The profile of a successful chauffeur varies by city, but patterns emerge based on local traffic, security needs, and lifestyle. M&M's placement data from thousands of successful hires reveals exactly what UHNW households want in each major market.

City

Key statistics

Miami	<p>82% of our Miami chauffeurs have supported principals with marine logistics, including marina drop-offs and yacht crew liaison. In a city where many UHNW clients own yachts, this skill is essential.</p> <p>74% of chauffeurs we've placed are trained in climate-sensitive vehicle care, handling luxury cars prone to salt exposure. Florida's coastal environment requires daily detailing and protective maintenance to preserve million-dollar vehicles.</p> <p>61% of our chauffeurs have driven for Latin American or European principals and offer multilingual service, including Spanish, Portuguese, and French. Miami's international character demands cultural and linguistic flexibility.</p> <p>93% of clients request seasonal contracts or biannual relocation service for chauffeurs we've placed to locations like New York, St. Barts, or the South of France. Our Miami chauffeurs often follow their principals between winter and summer residences.</p> <p>88% of our chauffeurs are familiar with private access routes to major events like Art Basel, Miami Open, and Design District showrooms. Knowing how to bypass public traffic and access VIP entrances is critical.</p> <p>77% of chauffeurs we've placed have supported family routines, including school drop-offs to institutions like Gulliver Prep and Ransom Everglades. In Miami's family-oriented UHNW households, our chauffeurs become part of the daily rhythm.</p>
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Los Angeles

87% of LA chauffeurs have worked for principals with assets exceeding \$25 million. These are high-profile, high-security environments where discretion and professionalism are non-negotiables.

82% have provided secure transport between Beverly Hills estates, private aviation terminals like Van Nuys and Santa Monica, and seasonal homes. They know the city's hidden routes, private access roads, and security checkpoints.

91% have operated and maintained multi-vehicle fleets, including electric vehicles, bullet-resistant SUVs, and collector cars. In LA's entertainment and tech elite households, that means handling everything from Teslas to vintage Ferraris.

76% have worked in properties with 24/7 security and are trained to follow confidential routing. They don't take the same route twice if the principal is under threat assessment.

72% have experience with concierge-style driving, coordinating in real-time with executive assistants. That means adjusting schedules on the fly, waiting without complaint, and never asking why.

64% are familiar with local traffic response protocols, including LAPD and private patrols. Some have supported protective driving for principals under NDA, working alongside dedicated security teams.

58% speak at least two languages, commonly Spanish, French, or Tagalog. Multilingual service is increasingly expected in LA's international UHNW community.

88% of LA clients retain their chauffeur through multi-year contracts. Once trust is established, principals don't let go easily.

New York

84% of our New York chauffeurs have served principals in Upper East Side, Tribeca, and Central Park West residences with secured building access. They know which entrances to use, which doormen to coordinate with, and how to stay invisible.

78% of chauffeurs we've placed are experienced in managing weekday driving routines across multiple boroughs and satellite offices in Greenwich, Westchester, and the Hamptons. New York's high-density urban environment requires split-second timing and local expertise.

86% of our chauffeurs are trained to operate quietly in high-density urban settings, with expertise in navigating Manhattan's restricted zones. That includes congestion pricing areas, delivery-only streets, and VIP building access protocols.

69% of chauffeurs we've placed have supported principals with frequent court or financial institution visits, navigating high-security zones with discretion. In New York's finance and legal elite households, confidentiality around these movements is critical.

74% of our placed chauffeurs speak at least one additional language, commonly Spanish, French, Russian, or Hebrew. New York's diverse UHNW population expects multilingual service as standard.

93% of chauffeurs we've placed maintain impeccable presentation and service standards aligned with luxury hospitality expectations. In New York, appearance and professionalism matter as much as driving skill.

San Francisco

82% of our San Francisco chauffeurs have served tech entrepreneurs, investors, and executives residing in Pacific Heights, Nob Hill, and Atherton. They understand the unique rhythms of Silicon Valley households.

74% of chauffeurs we've placed are experienced with discreet transportation across Silicon Valley campuses, coordinating with security teams. That means navigating Google, Meta, and Apple headquarters with the same confidentiality as private residences.

69% of our chauffeurs have managed EV-exclusive fleets, including Tesla, Lucid, and hybrid SUVs, with daily charging schedules and smart route optimization. San Francisco's eco-conscious culture demands green vehicle expertise.

87% of chauffeurs we've placed are trained in navigating Bay Area microclimates, adjusting detailing standards for fog and sea air. The region's weather requires specialized vehicle care to maintain luxury standards.

89% of our placed chauffeurs have coordinated inter-residence driving between San Francisco, Napa Valley, and Lake Tahoe. Our San Francisco chauffeurs often support weekend and seasonal movements between multiple properties.

65% of chauffeurs we've placed speak more than one language, most commonly Mandarin, Spanish, or Russian. The Bay Area's international tech community expects multilingual service.

London

86% of our London chauffeurs have served principals residing in Belgravia, Knightsbridge, and St. John's Wood, with full knowledge of local access protocols. They know which streets allow parking, which require permits, and which are monitored by private security.

74% of chauffeurs we've placed have supported diplomatic families requiring multi-embassy routing and high-level security coordination. In London's diplomatic UHNW community, this expertise is essential.

68% of our chauffeurs are trained in right-hand luxury fleet operation, including Bentley, Range Rover Autobiography, and Rolls-Royce Phantom models. UK-specific vehicle compliance and driving standards are critical.

83% of chauffeurs we've placed are experienced in navigating congestion zones and vehicle exemptions, ensuring compliance with ULEZ regulations. London's complex traffic laws require professional knowledge that GPS can't provide.

One client in Mayfair emphasized that candidates must have old-school knowledge of London to avoid relying on GPS. The client wanted someone who knew the back roads of London by heart. That's the standard for our placements.

91% of principals request year-round availability with flexible coverage for international transfers to country estates or residences in the South of France. Our London chauffeurs often follow their principals across Europe.

Dubai

88% of our Dubai chauffeurs have served VIP households in Emirates Hills, Palm Jumeirah, and Jumeirah Bay Island, with strict adherence to gated community access protocols. Security and protocol knowledge are critical in Dubai's UHNW environment.

76% of chauffeurs we've placed have experience driving during extreme heat conditions, ensuring pre-cooled cabins and hydration logistics. In a city where summer temperatures exceed 45°C, climate management is part of the job.

82% of our placed chauffeurs have supported principals observing religious, cultural, or protocol-based customs. Cultural sensitivity and modesty awareness are as important as driving skill.

61% of our Dubai chauffeurs speak at least three languages, most commonly English, Arabic, Hindi, or Tagalog. Dubai's multicultural UHNW community demands linguistic flexibility.

79% of chauffeurs we've placed are experienced in coordinating movements across multiple service residences and protocols. In households with rotating family members and staff, logistics coordination is essential.

91% of clients request full-time, live-out chauffeur contracts with flexible overnight availability. Our Dubai chauffeurs must be ready to drive at any hour, often with minimal notice.

The 'C-Suite' of the household:

The private staffing industry has changed dramatically. Running a wealthy household now looks more like running a company.

Gone are the days when managing a home meant basic housekeeping. Today's ultra-wealthy households operate like businesses, complete with their own executive teams. The person in charge might be called an estate manager or chief of staff, and they oversee operations worth millions of dollars.

This trend is particularly strong in the US, where estate manager and chief of staff positions rank among the top five most requested jobs in private service.

Executive assistants technically belong in this category too, since they handle many of the same responsibilities. However, there are enough differences to warrant a separate section.

Chief of staff:

The CEO of private life.

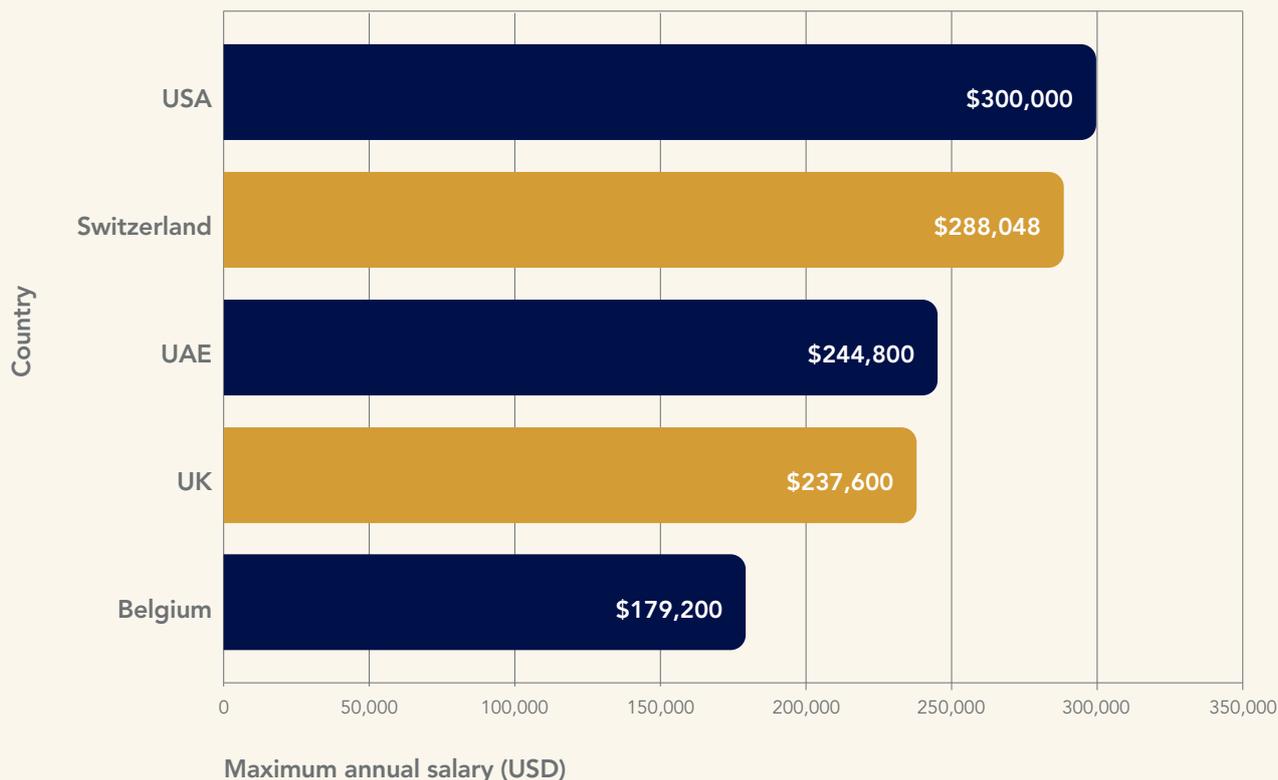
The highest-level executive role. Acts as the principal's direct advisor, overseeing global operations across multiple residences, family offices, and business interests. Focus is strategic, advisory, and centered on complex financial and security matters. Manages the estate managers and senior PAs.

This role is fundamentally corporate in nature, requiring significant business and organizational expertise.

Key Insights:

- USA dominates demand for chief of staff roles, with the position ranking in the top five most requested jobs in American private service markets.
- Salary gaps between markets are extreme. USA and Switzerland pay more than four times what France offers with top roles reaching \$300,000 versus \$67,200.
- The role has shifted from operational to strategic. Modern chiefs of staff function as direct advisors managing global operations, not just household logistics.
- Chiefs of staff manage other senior staff including estate managers and personal assistants, making them the highest executive position in household hierarchy.

Top five paying countries for chief of staff



Data source: Morgan & Mallet company data report 2025/2026.

Global annual salary comparison for chief of staff

This table outlines maximum gross annual salaries for chief of staff positions across eight markets. Figures are ranked highest to lowest, with local currency and USD equivalents shown.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	150,000 – 300,000	\$300,000
2	Switzerland	CHF	150,000 – 240,000	\$288,048
3	UAE	AED	480,000 – 900,000	\$244,800
4	UK	GBP	90,000 – 180,000	\$237,600
5	Belgium	EUR	90,000 – 160,000	\$179,200
6	Monaco	EUR	90,000 – 150,000	\$168,000
7	Saudi Arabia	SAR	300,000 – 600,000	\$160,200
8	France	EUR	45,000 – 60,000	\$67,200

The chief of staff who needed to open doors, not just manage them

For ultra-wealthy families, the top executive does more than manage operations. They're often expected to help the family break into exclusive social circles.

M&M recently recruited a chief of staff for an extremely wealthy Asian family relocating to California. One phone call revealed the job was much bigger than advertised. The family didn't just want a chief of staff. They needed someone who could also work as a lifestyle manager.

The ideal candidate had to manage household staff while plugging the family into California's wealthy social scene. They needed someone who knew the right golf clubs, the must-attend events, and could basically open doors to help the principal enter this exclusive world.

This shows why these positions pay so well. The high pay comes from knowing the right people and understanding how wealth works.

Estate manager:

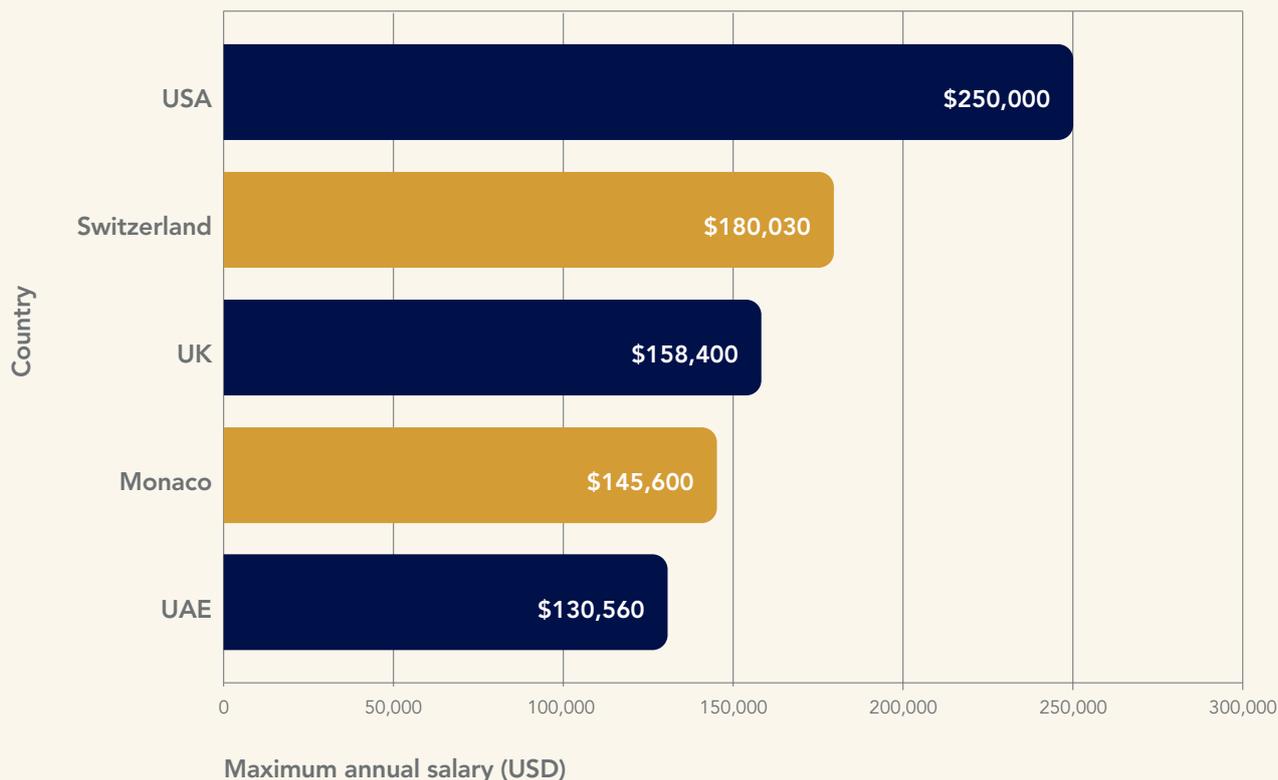
Executive leadership, asset management, and remuneration.

Estate managers have become the new must-have executives as wealthy families seek professional oversight for their expanding property portfolios.

Key Insights:

- **Comprehensive operational duties:** Estate managers run everything from property maintenance to major construction projects. They manage dozens of staff members working across different time zones.
- **The "real estate" boom driver:** Political uncertainty has wealthy Americans and Emirates residents buying more property as a safe investment. This creates immediate demand for managers to run these new portfolios.
- **High-level financial accountability:** These managers handle property sales, rentals, and million-dollar budgets. They report directly to family offices on all financial matters.
- **Multi-property oversight:** Most estate managers run at least three properties at once, coordinating operations between locations.
- **Key market origin:** Half of all estate manager jobs come from the United States, showing strong American demand for this role.

Top five paying countries for chief of staff



Data source: Morgan & Mallet company data report 2025/2026.

Global annual salary comparison for estate managers

This table shows top gross annual salaries for estate managers across eight countries. Pay is listed highest to lowest, displaying both local currency and USD conversions.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	150,000 – 250,000	\$250,000
2	Switzerland	CHF	110,000 – 150,000	\$180,030
3	UK	GBP	75,000 – 120,000	\$158,400
4	Monaco	EUR	80,000 – 130,000	\$145,600
5	UAE	AED	360,000 – 480,000	\$130,560
6	Belgium	EUR	60,000 – 90,000	\$100,800
7	Saudi Arabia	SAR	200,000 – 360,000	\$96,120
8	France	EUR	45,000 – 60,000	\$67,200

What they do

Estate managers function as household COOs, protecting wealth through strategic property management. They oversee major construction projects, handle property sales and rentals, and manage million-dollar budgets.

These executives typically run three or more properties simultaneously. They lead dozens of staff across different time zones and report directly to family offices on all financial matters.

Market demand

Political uncertainty has created huge demand for estate managers in America and the Emirates. Wealthy families are buying multiple properties as safe investments, which means they need professional help running these portfolios.

According to founder Morgan Richez, each market has different needs. Los Angeles estate managers often handle multiple properties for one family. Miami managers coordinate between East and West Coast homes, sometimes dealing with offshore accounts.

London estate managers help families who split time between countries navigate European tax rules. Dubai managers focus on privacy, handling everything from school choices to regional investments for Gulf families.

The job requires experience with extreme wealth and international property rules. Saudi clients hire estate managers for their overseas properties but rarely for homes inside Saudi Arabia.

Regional demand for estate management expertise

City	Key statistics
Los Angeles	Managing multi-property oversight, family governance, and succession-related coordination.
Miami	Leading offices supporting bi-coastal or multi-jurisdictional households, often coordinating with offshore structures.
New York	Managing urban-based family offices, supporting principal-led decision-making across real estate, private staffing, and legacy administration.
San Francisco	Supporting principals with tech-adjacent portfolios, aligning household administration with foundation planning and asset preservation
London	Directing offices managing dual-residency households, heritage assets, and European tax residency requirements.
Dubai	Supporting Gulf-based UHNW families, ensuring discretion across lifestyle, education, household, and regional asset matters

Estate manager vs. house manager

Estate managers handle multiple properties and major financial transactions. House managers focus on running a single residence.

The estate manager makes strategic decisions about property portfolios. They oversee construction projects worth millions and negotiate property sales. House managers handle day-to-day household operations.

The house manager role:

High pay for single property excellence.

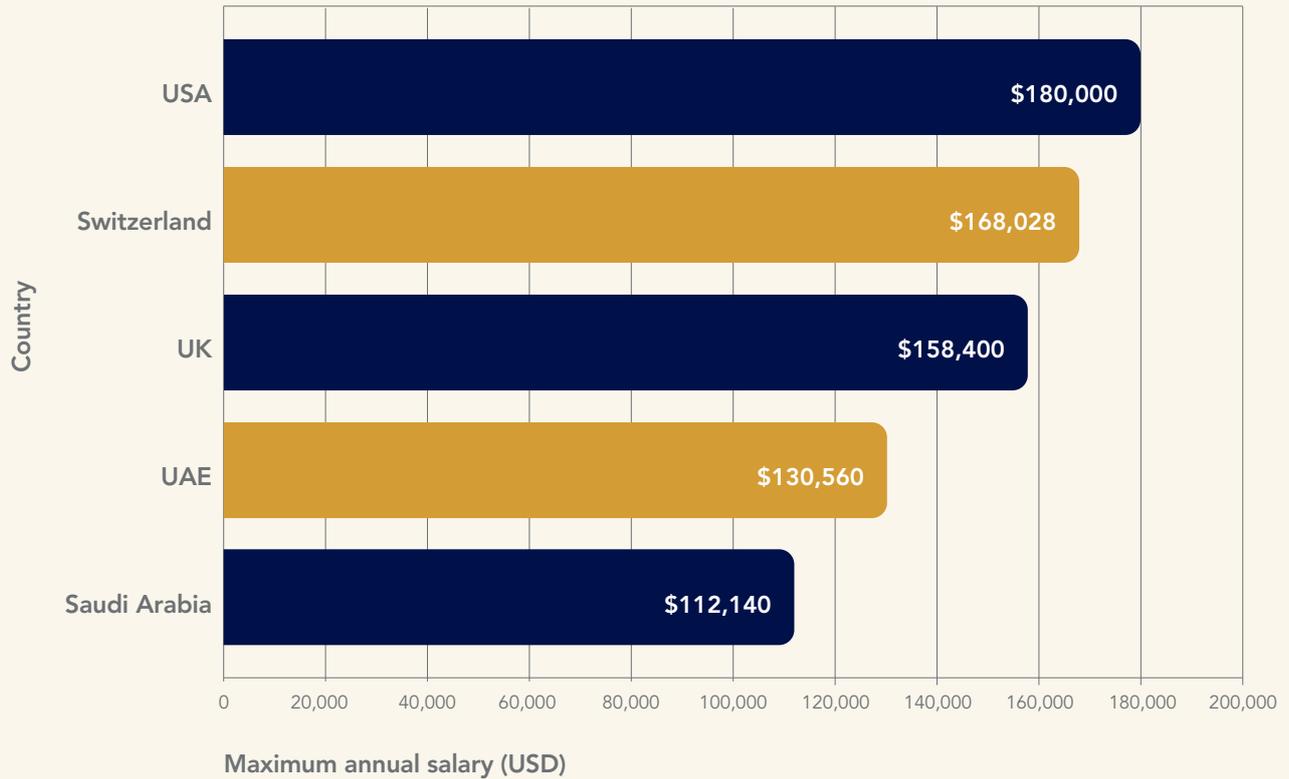
House managers run one large property and its staff. They handle all daily operations but don't manage multiple properties or complex finances like estate managers do.

The job focuses on keeping the property running smoothly. House managers maintain the owners' lifestyle quality while protecting their property investment.

Key Insights:

- **Single property focus:** House managers oversee daily operations at one residence. They manage staff and property maintenance without the multi-property responsibilities of estate managers.
- **High salary ceiling:** Top house managers earn significant salaries, especially in America. Pay rarely increases beyond a certain point unless the job expands to include more properties or financial duties.
- **Us market leads:** America pays the highest salaries for house managers globally. Switzerland and the UK also offer strong compensation packages.
- **Strong demand centers:** Florida and California have the most house manager jobs. These states have many large properties that need dedicated management.
- **Core responsibilities:** The main job is running daily operations and managing staff. Success means maintaining the family's lifestyle standards while protecting their property value.

Top five paying countries for house/household manager



Data source: Morgan & Mallet company data report 2025/2026.

Global annual salary comparison for house managers

This table presents maximum gross annual salaries for house managers across eight regions. Figures appear in local currency with USD equivalents, ranked from highest to lowest pay.

Rank	Country	Currency	Gross yearly salary (Local currency)	Gross yearly salary (USD equivalent)
1	USA	USD	100,000 – 180,000	\$180,000
2	Switzerland	CHF	100,000 – 140,000	\$168,028
3	UK	GBP	70,000 – 120,000	\$158,400
4	UAE	AED	240,000 – 480,000	\$130,560
5	Saudi Arabia	SAR	180,000 – 420,000	\$112,140
6	Monaco	EUR	60,000 – 100,000	\$112,000
7	Belgium	EUR	55,000 – 80,000	\$89,600
8	France	EUR	45,000 – 60,000	\$67,200

Conclusion:

Meeting the challenge of modern UHNW staffing.

UHNW household staffing has become too complex for traditional hiring. Families own properties in multiple countries. Staff often change jobs every three years. The best candidates need specific skills, strong passports, and security clearances.

Three factors drive this complexity. First, UHNW families often maintain three to five homes across different countries for tax and safety reasons. Second, highly specialized staff barely exist. Only 2.36% of nannies work rotational schedules. Chefs need both Michelin training and nutrition qualifications or experience. Third, staff must travel freely between countries, which excludes many qualified candidates from nations with passport restrictions.

Local agencies can struggle with visa rules across countries. General job boards can't verify five-star experience or check references properly. Word-of-mouth misses the best candidates.

Over time, Morgan & Mallet has built the tools this market requires. Our internal systems organize candidates based on their travel documents, language abilities, and specific expertise. We regularly update these systems to follow local employment laws in each market. We stay current on where skilled professionals are working and moving. Having offices across five countries means we understand local regulations while maintaining relationships with families who live globally.

Our specialized job boards reach yacht crew and French household specialists. We place about 70 positions monthly, rising to 200 in busy seasons. This constant activity tells us exactly what's happening with salaries and availability.

The results prove it works. We successfully place 96% of nannies and butlers. In LA, 92% of our PAs stay two years or longer. While other agencies may struggle with basic positions, we fill ultra-specific requests like "Arabic-speaking ROTA nanny with British curriculum training for Dubai-London rotation."

The future of private service: 2026 predictions

Mobile staff are becoming more valuable. We're seeing increases in requests from clients of 12-18% in the US and UAE markets. UAE traveling nanny salaries may reach \$180,000 to \$190,000.

Families should plan recruitment 4-6 months ahead rather than the traditional 2-3 months due to the shortage of skilled staff available.

Specialized training matters more than years of experience. Chefs with nutrition qualifications and nannies with STEM education backgrounds are particularly sought after.

In LA, 41% of the chefs we've placed hold nutrition certificates. This will likely become standard across major markets by mid-2026. Households looking to hire need to consider budgeting 15-20% above standard rates for these qualified specialists.

Privacy and security skills are becoming standard. NDAs are already part of 77% of LA personal assistant positions and this trend is spreading to other roles.

In Miami, 79% of PAs coordinate with security teams. We expect housekeepers and drivers will increasingly need similar experience. Candidates who demonstrate discretion in previous roles typically earn 10-15% above market rates.

We anticipate UAE compensation reaching \$120,000 to \$140,000 as demand grows. UK salaries continue climbing due to limited access to EU workers post-Brexit.

Technology familiarity is becoming essential. Managing smart homes used to be a rare skill; now it's often a standard requirement for household staff.

San Francisco leads with 83% of positions we have recruited for in the last year requiring tech integration, and other major cities are following. Staff typically need 8-12 weeks to become comfortable with new household systems.

What to do now

For principals and family offices:

Schedule a private consultation with one of our nearest regional offices. We'll review your staffing structure, identify gaps, and show available candidates. No obligation.

Request a custom salary analysis for your location and needs. We'll compare your current payroll to market rates and flag retention risks.

Preview pre-screened candidates before starting formal recruitment. See who's available and set realistic timelines.

Regional offices:

- United States: 260 Madison Avenue, 8th Floor, New York, NY 10016
- United Kingdom: Level 1, Devonshire House One Mayfair Place, London, W1J 8AJ
- United Arab Emirates: 48 Burj Gate, Dubai Mall Metro Station, Level 20, Downtown Dubai, P.O. Box 36615
- France: 10 Rue de Penthièvre, Paris, 75008
- Switzerland: One Business Center, La Pièce 1, 1180 Rolle, Vaud

For media:

Our leadership and regional directors can discuss:

- 2026 market predictions
- Regional salary differences
- Talent shortage impacts
- Privacy requirements
- Multi-property logistics

Media contact: benjamin@morganmallet.agency

We provide embargoed data, custom analysis, and anonymized case studies.

Request to join our media distribution list for advance trend alerts.

Gross yearly salary 2026 Morgan & Mallet data HNW and UHNW individual and family guide

Profession	France (EUR)	Switzerland (CHF)	Monaco (EUR)	Belgium (EUR)	UK (GBP)	USA (USD)	UAE (AED) (European, UK and US candidate only)	Saudi (SAR) (European, UK and US candidates only)
Nanny	€45,000 – 60,000	CHF 80,000 – 120,000	€52,000 – 57,000	€45,000 – 60,000	£50,000 – 80,000	\$60,000 – 120,000	AED216,000 – 300,000	SAR 250,000 – 340,000
Housekeeper	€45,000 – 60,000	CHF 80,000 – 120,000	€45,000 – 55,000	€45,000 – 60,000	£50,000 – 80,000	\$90,000 – 160,000	AED 180,000 – 300,000	SAR 300,000 – 450,000
Private Chef	€45,000 – 60,000	CHF 110,000 – 130,000	€90,000 – 110,000	€80,000 – 120,000	£80,000 – 200,000	\$100,000 – 300,000	AED 180,000 – 360,000	SAR 180,000 – 500,000
Butler	€45,000 – 60,000	CHF 110,000 – 130,000	€90,000 – 120,000	€50,000 – 80,000	£50,000 – 100,000	\$90,000 – 180,000	AED 120,000 – 200,000	SAR 120,000 – 300,000
Personal Assistant	€45,000 – 60,000	CHF 90,000 – 130,000	€70,000 – 100,000	€70,000 – 120,000	£60,000 – 135,000	\$80,000 – 250,000	AED 300,000 – 900,000	SAR 72,000 – 120,000
Private Chauffeur/Driver	€45,000 – 60,000	CHF 90,000 – 120,000	€60,000 – 90,000	€45,000 – 60,000	£50,000 – 90,000	\$80,000 – 130,000	AED 140,000 – 230,000	SAR 84,000 – 144,000
Governess	€45,000 – 60,000	CHF 90,000 – 130,000	€80,000 – 120,000	€45,000 – 70,000	£55,000 – 100,000	\$70,000 – 130,000	AED 180,000 – 300,000	SAR 250,000 – 340,000
House/Household Manager	€45,000 – 60,000	CHF 100,000 – 140,000	€60,000 – 100,000	€55,000 – 80,000	£70,000 – 120,000	\$100,000 – 180,000	AED 240,000 – 480,000	SAR 180,000 – 420,000
Estate Manager	€45,000 – 60,000	CHF 110,000 – 150,000	€80,000 – 130,000	€60,000 – 90,000	£75,000 – 120,000	\$150,000 – 250,000	AED 360,000 – 480,000	SAR 200,000 – 360,000
Domestic/Caretaker Couple	€45,000 – 60,000	CHF 120,000 – 160,000	€80,000 – 115,000	€80,000 – 110,000	£70,000 – 120,000	\$100,000 – 250,000	AED 96,000 – 180,000	SAR 216,000 – 300,000
Housekeeper/Cook	€45,000 – 60,000	CHF 80,000 – 100,000	€55,000 – 75,000	€35,000 – 50,000	£40,000 – 55,000	\$95,000 – 130,000	AED 96,000 – 120,000	SAR 72,000 – 144,000
Laundress	€45,000 – 60,000	CHF 55,000 – 70,000	€45,000 – 65,000	€40,000 – 55,000	£55,000 – 90,000	\$60,000 – 100,000	AED 120,000 – 180,000	SAR 120,000 – 180,000
Nanny/Housekeeper	€45,000 – 60,000	CHF 70,000 – 90,000	€45,000 – 70,000	€40,000 – 55,000	£45,000 – 70,000	\$80,000 – 120,000	AED 96,000 – 144,000	SAR 120,000 – 288,000
Caregiver	€45,000 – 60,000	CHF 70,000 – 120,000	€60,000 – 90,000	€40,000 – 55,000	£40,000 – 65,000	\$60,000 – 100,000	AED 96,000 – 144,000	SAR 120,000 – 180,000
Companion	€45,000 – 60,000	CHF 55,000 – 75,000	€35,000 – 55,000	€40,000 – 55,000	£40,000 – 65,000	\$60,000 – 100,000	AED 96,000 – 144,000	SAR 120,000 – 180,000
Houseman	€45,000 – 60,000	CHF 55,000 – 70,000	€35,000 – 55,000	€35,000 – 50,000	£40,000 – 60,000	\$55,000 – 90,000	AED 96,000 – 144,000	SAR 84,000 – 144,000
Chief of Staff	€45,000 – 60,000	CHF 150,000 – 240,000	€90,000 – 150,000	€90,000 – 160,000	£90,000 – 180,000	\$150,000 – 300,000	AED 480,000 – 900,000	SAR 300,000 – 600,000
Private Security/Bodyguard	€45,000 – 60,000	CHF 70,000 – 110,000	€40,000 – 65,000	€45,000 – 65,000	£55,000 – 100,000	\$90,000 – 150,000	AED 120,000 – 240,000	SAR 120,000 – 200,000
Maternity Nurse	€95,000 – 130,000	CHF 95,000 – 155,000	€100,000 – 130,000	€85,000 – 105,000	£80,000 – 125,000	\$90,000 – 150,000	AED 240,000 – 420,000	SAR 180,000 – 300,000
Gardener	€35,000 – 55,000	CHF 70,000 – 95,000	€45,000 – 65,000	€40,000 – 55,000	£40,000 – 60,000	\$60,000 – 110,000	AED 100,000 – 140,000	SAR 100,000 – 140,000
Head Housekeeper	€55,000 – 80,000	CHF 95,000 – 120,000	€70,000 – 90,000	€60,000 – 80,000	£60,000 – 90,000	\$90,000 – 150,000	AED 156,000 – 300,000	SAR 180,000 – 260,000
Travelling Nanny	€60,000 – 90,000	CHF 70,000 – 110,000	€70,000 – 100,000	€45,000 – 60,000	£55,000 – 110,000	\$70,000 – 150,000	AED 300,000 – 600,000	SAR 250,000 – 400,000
Personal Coach	€60,000 – 100,000	CHF 80,000 – 120,000	€65,000 – 130,000	€50,000 – 70,000	£60,000 – 90,000	\$80,000 – 120,000	AED 250,000 – 400,000	SAR 130,000 – 160,000
Executive assistant	€70,000 – 110,000	CHF 110,000 – 150,000	€70,000 – 110,000	€60,000 – 90,000	£70,000 – 120,000	\$120,000 – 250,000	AED 240,000 – 600,000	SAR 270,000 – 450,000
Head Gardener	€60,000 – 90,000	CHF 80,000 – 110,000	€55,000 – 80,000	€45,000 – 65,000	£65,000 – 90,000	\$70,000 – 100,000	AED 120,000 – 180,000	SAR 100,000 – 160,000
Property Guardian/Concierge	€45,000 – 70,000	CHF 70,000 – 95,000	€55,000 – 80,000	€45,000 – 60,000	£40,000 – 60,000	\$70,000 – 120,000	AED 120,000 – 180,000	SAR 120,000 – 180,000
Family cook	€45,000 – 70,000	CHF 80,000 – 120,000	€70,000 – 95,000	€45,000 – 60,000	£40,000 – 70,000	\$70,000 – 120,000	AED 120,000 – 240,000	SAR 180,000 – 240,000
Pet sitter	€35,000 – 55,000	CHF 50,000 – 85,000	€50,000 – 75,000	€40,000 – 55,000	£45,000 – 75,000	\$60,000 – 120,000	AED 100,000 – 180,000	SAR 90,000 – 150,000

Gross yearly salary 2026 Morgan & Mallet data HNW and UHNW individual and family guide

Profession	France (USD)	Switzerland (USD)	Monaco (USD)	Belgium (USD)	UK (USD)	USA (USD)	UAE (USD) (European, UK and US candidate only)	Saudi (USD) (European, UK and US candidates only)
Nanny	\$67,200	\$144,024	\$63,840	\$67,200	\$105,600	\$120,000	\$81,600	\$90,780
Housekeeper	\$67,200	\$144,024	\$61,600	\$67,200	\$105,600	\$160,000	\$81,600	\$120,150
Private Chef	\$67,200	\$156,026	\$123,200	\$134,400	\$264,000	\$300,000	\$97,920	\$133,500
Butler	\$67,200	\$156,026	\$134,400	\$89,600	\$132,000	\$180,000	\$54,400	\$80,100
Personal Assistant	\$67,200	\$156,026	\$112,000	\$134,400	\$178,200	\$250,000	\$244,800	\$32,040
Private Chauffeur/Driver	\$67,200	\$144,024	\$100,800	\$67,200	\$118,800	\$130,000	\$62,560	\$38,448
Governess	\$67,200	\$156,026	\$134,400	\$78,400	\$132,000	\$130,000	\$81,600	\$90,780
House/Household Manager	\$67,200	\$168,028	\$112,000	\$89,600	\$158,400	\$180,000	\$130,560	\$112,140
Estate Manager	\$67,200	\$180,030	\$145,600	\$100,800	\$158,400	\$250,000	\$130,560	\$96,120
Domestic/Caretaker Couple	\$67,200	\$192,032	\$128,800	\$123,200	\$158,400	\$250,000	\$48,960	\$80,100
Housekeeper/Cook	\$67,200	\$120,020	\$84,000	\$56,000	\$72,600	\$130,000	\$32,640	\$38,448
Laundress	\$67,200	\$84,014	\$72,800	\$61,600	\$118,800	\$100,000	\$48,960	\$48,060
Nanny/Housekeeper	\$67,200	\$84,014	\$78,400	\$61,600	\$92,400	\$120,000	\$39,168	\$76,896
Caregiver	\$67,200	\$144,024	\$100,800	\$61,600	\$85,800	\$100,000	\$39,168	\$48,060
Companion	\$67,200	\$900,150	\$61,600	\$61,600	\$85,800	\$100,000	\$39,168	\$48,060
Houseman	\$67,200	\$84,014	\$61,600	\$56,000	\$79,200	\$90,000	\$39,168	\$38,448
Chief of Staff	\$67,200	\$288,048	\$168,000	\$179,200	\$237,600	\$300,000	\$244,800	\$160,200
Private Security/Bodyguard	\$67,200	\$132,022	\$72,800	\$72,800	\$132,000	\$150,000	\$65,280	\$53,400
Maternity Nurse	\$145,600	\$186,031	\$145,600	\$117,600	\$165,000	\$150,000	\$114,240	\$80,100
Gardener	\$61,600	\$114,019	\$72,800	\$61,600	\$79,200	\$110,000	\$38,080	\$37,380
Head Housekeeper	\$89,600	\$144,024	\$100,800	\$89,600	\$118,800	\$150,000	\$81,600	\$69,420
Travelling Nanny	\$100,800	\$132,022	\$112,000	\$67,200	\$145,200	\$150,000	\$163,200	\$106,800
Personal Coach	\$112,000	\$144,024	\$145,600	\$78,400	\$118,800	\$120,000	\$108,800	\$42,720
Executive assistant	\$123,200	\$180,030	\$123,200	\$100,800	\$158,400	\$250,000	\$163,200	\$120,150
Head Gardener	\$100,800	\$132,022	\$89,600	\$72,800	\$118,800	\$100,000	\$48,960	\$42,720
Property Guardian/Concierge	\$78,400	\$114,019	\$89,600	\$67,200	\$79,200	\$120,000	\$48,960	\$48,060
Family cook	\$78,400	\$144,024	\$106,400	\$67,200	\$92,400	\$120,000	\$65,280	\$64,080
Pet sitter	\$61,600	\$102,017	\$84,000	\$61,600	\$99,000	\$120,000	\$48,960	\$40,050