

# Dubai

# Real Estate

## Recruitment & Salary Report

Q3 2025



# Beyond the Splits

## Unpacking Salaries, Commissions and Market Shifts in Dubai Real Estate Market

“Dubai Real Estate Market continued its extraordinary momentum through Q3 2025. Transaction volumes hit new records, propelling brokerage hiring to unprecedented levels. The number of active brokers approached 40,000, and brokerages exceeded 7,900, reflecting both opportunity and saturation. Yet, beneath the growth lies a persistent challenge: short tenures and high churn. While aggregate commissions are rising, nearly doubling year-on-year, income remains unevenly distributed. This report explores the state of recruitment, retention, and remuneration across Dubai’s real estate sector, providing agencies and recruiters with a clear picture of the evolving talent landscape. ”



**Nathan Kearney**  
Managing Director,  
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\*All Data Valid as of Q3 2025

# Recruitment Trends

**3K**

New Brokers  
Q3 2025

## Record Broker Growth

Recruitment momentum remained strong in Q3 2025, with broker numbers hitting record highs.

- Over 3,000 new brokers joined the industry in Q3 2025 alone.
- On average, 37 new agents per day enter the market.
- Dubai's total broker count is now approaching 40,000 active agents, the highest in its history.

**7.9K**

Total Registered  
Firms

## Brokerage Expansion

The number of licensed real estate companies continues to climb in line with rising agent numbers.

- Registered brokerages increased to 7,900 in 2025.
- A 70% year-on-year increase in hiring is fuelled by new brokerage launches and sustained market demand.
- Growth has intensified competition, with agencies battling for both clients and quality agents.

**6  
Months**

Average  
Retention Rate

## Retention & Churn

Despite record hiring, retention remains the industry's Achilles' heel.

- Average tenure has fallen from around 12 months to six months or less.
- Luxury and off-plan brokers see better longevity (up to two years) thanks to higher-value deals.
- Rental and new agents experience the highest churn, often leaving within 3 months.
- Firms investing in training and mentorship achieve retention rates of 80–90%.

# Recruitment Trends

**AED**  
**3.23 Bn**  
in Total  
Commission YTD

## Earnings & Commissions

Earnings have surged in line with record transaction volumes, widening the income gap between top and average performers.

- Brokers earned AED 3.23 billion YTD, nearly double 2024 levels.
- Average per-broker commission sits at AED 18,000 per month
- Top performers (especially luxury/off-plan) earn AED 1 million+ annually, while median earners earn far less.

**4-6**  
**Deals**  
Per Agent Per Year

## Deal Activity

Despite record-breaking months for Dubai's real estate market, the average number of deals per agent has fallen sharply.

- Within 5 years the average deal number has dropped from 8 deals per year to 5 deals per year as of Q3 2025, a 40% decrease.
- The decline stems from rapid agent growth outpacing deal volume, diluting opportunities per broker.
- Top agents capture a disproportionate share of transactions, leaving new and mid-level brokers with fewer closings.

# Salary & Commission Breakdown

## Real Estate Agency

### Agent Salary Guide

Agent income in Dubai is entirely commission-based, meaning earnings depend on three key factors: deal size, number of deals closed, and commission split. Large agencies typically provide a steady stream of leads but pay lower splits (40–50%), resulting in moderate yet consistent take-home income. Smaller, boutique agencies offer higher splits (60–70%) but less deal flow, rewarding agents who can source their own leads. Off-plan specialists benefit from higher developer commissions (4–6%), while luxury brokers earn from fewer but far larger transactions, in some cases exceeding AED 100,000 per sale. Leasing agents operate on smaller margins but make up for it in volume, closing several rentals per month.

Agent Role	Commision Split	Monthly Target & Deal Size	Average Reported Take Home
Entry-Level Broke – Large Agency	40–50% to agent	1 deal/month (~AED 1.5–2M)	AED 8K–15K
Large Agency	40–50% to agent	1–2 deals/month (~AED 2–2.5M each)	AED 15K–30K
Medium Agency	50–60% to agent	2 deals/month (~AED 2.5M each)	AED 20K–35K
Small Agency	60–70% to agent	2 deals/month (~AED 2–2.5M each)	AED 25K–45K
Off-Plan Specialist	40–50%	3–5 deals/month (~AED 1.5–3M each)	AED 30K–50K
Leasing Agent	40–50%	8–12 leases/month (~AED 80–120K rent)	AED 8K–15K
Luxury Broker	50–70% split	1 deal/quarter (10M+)	AED 50K–100K+ (per month averaged)

\*See methodology for agency size breakdown and definitions

## Management Salary Guide

Unlike agents, management roles typically receive a fixed base salary plus an override, meaning they earn a percentage of the total commission generated by their team. This structure balances income stability with performance incentives, aligning managers' earnings with the success of their brokers. In 2025, Sales Managers typically earn AED 7,000–15,000 as a base salary, with overrides of 5–10% on team performance, bringing total monthly take-home to AED 25,000–40,000. Senior managers and heads of sales overseeing larger teams often exceed AED 70,000 per month with bonuses.

Role	Overrides / Incentives	Salary Small Agency	Salary Medium Agency	Salary Large Agency
Team Lead / Area Manager	5–10% of team commissions	N/A	AED 7K–15K	10K–18K
Sales Manager	5% team override	10–20K	15K–25K	20–30K
Sales Director / Head of Sales	5% team override	20K–30K	20–30K	30K–40K
Managing Director	5% team override	30K–50K	40–50K	50K–80K
CEO	Tailored	N/A	50–75K	75–140K
COO	N/A	N/A	40–60K	50–80K
HR Director	5% team override	10K–18K	15–25K	25K–40K
Leasing Manager	5% team override	10–15K	15K–20K	20–30K
Leasing Director	5% team comms	N/A	25–30K	25–35K

## Operations & Support Roles

As the brokerage sector becomes more sophisticated, non-sales roles, or rather the positions that keep Dubai's real estate agencies running, from marketing and HR to admin, operations, and property management, have grown in both demand and value. Real estate companies are now investing heavily in digital marketing, content creation, and CRM management to support lead generation and brand growth. Meanwhile, HR and recruitment roles are crucial for sustaining agent pipelines, and operations staff ensure compliance, documentation, and day-to-day efficiency. Salaries for these roles are generally fixed, with limited bonuses tied to performance or project outcomes. In Q3 2025, salaries have seen modest upward movement, a sign of brokerages professionalising and prioritising retention across all departments.

Role	Salary Small Agency	Salary Medium Agency	Salary Large Agency
Marketing Executive / Social Media	4K-6K	6K-10K	10K-20K
Marketing Manager	6K-10K	10K-18K	18K-25K
Head of Marketing / Director	12K-15K	18K-22K	23K-30K
Internal Recruiter	8K-12K	12K-15K	15K-25K
Head of Recruitment	12K-15K	15K-20K	15K-25K
HR Manager	6K-10K	10K-18K	15K-25K
Admin / Reception	5K-8K	6K-9K	9K-12K
Listing Coordinator	5K-7.5K	6K-9K	9K-11K
Property Manager	6K-8K	8K-10K	10K-12K
Operations Manager	8K-12K	12K-18K	18K-25K
Videographer	8K-12K	10K-12K	6K-10K
Conveyancing Assistant	6K-8K	8K-10K	10K-12K
Conveyancer	10K-13K	12K-16K	14K-18K

\*All Data Valid as of Q3 2025

# Salary & Commission Breakdown

## Real Estate Developers

In Dubai's developer ecosystem, commission frameworks are structured very differently from brokerage models. Rather than large, one-time percentages, developers typically offer lower, steady commissions coupled with fixed basic salaries and measurable sales targets. The goal is to create long-term consistency rather than speculative earnings.

### Sales Team

Income for developer sales agents in Dubai is built on structured pay models that combine fixed salaries with smaller, performance-based commissions. Instead of relying on speculative deal volume, these agents work on collection-linked commissions, meaning payouts are tied to the percentage of the payment plan received rather than the booking value. Standard projects offer modest rates between 0.3% and 0.5%, while high-end launches can reach 0.8%. Although percentages are lower than brokerage levels, developer agents benefit from stable income, consistent projects, and defined sales targets, making it an attractive model for those seeking predictability over volatility.

Job Title	Salary Small Developer	Salary Medium Developer	Salary Large Developer
Property Consultant / Sales Executive	5k–8k + commission	8k–12k + commission	12k–18k + commission
Senior Property Consultant	8k–12k + commission	12k–18k + commission	18k–25k + commission
Team Leader / Sales Supervisor	12k–18k + override	18k–25k + override	25k–35k + override
Sales Manager	15k–20k + override	20k–30k + override	30k–45k + override
Senior Sales Manager	20k–25k + override	25k–35k + override	35k–50k + override
Head of Sales / Sales Director	25k–35k + override	35k–50k + override	50k–70k + override
VP of Sales	35k–45k + override	45k–60k + override	60k–90k + override

\*All Data Valid as of Q3 2025

# Salary & Commission Breakdown

## Real Estate Developers

### Management and Operations

Management and operations roles within developer sales teams are built around performance oversight and financial discipline rather than direct deal-making. Leadership income comes from a mix of base salaries, team overrides, and profit-linked bonuses, rewarding long-term success over short-term wins. Sales Managers and Team Leaders typically receive 1–2% overrides on team performance, while Directors and Heads of Sales can earn up to 5% or a share of project profits. Operations and administrative teams, who are responsible for documentation, collections, and client service, usually earn AED 10K to 20K per month. This structure creates a stable hierarchy that aligns sales, operations, and cashflow under measurable targets.

Job Title	Salary Small Developer	Salary Medium Developer	Salary Large Developer
Sales Admin / CRM Coordinator	6k–8k	8k–10k	10k–14k
Telesales / Call Centre Agent	4k–6k + bonus	5k–8k + bonus	8k–12k + bonus
Marketing Executive	6k–9k	9k–14k	14k–20k
Marketing Manager	10k–15k	15k–25k	25k–35k
Director of Marketing	20k–25k	25k–35k	35k–50k
Events / Launch Coordinator	10k–15k + bonus	10k–14k	14k–18k
Relationship Manager (Investors)	10k–15k + bonus	15k–25k + bonus	25k–40k + bonus
Customer Relations / Post Sales Executive	7k–10k	10k–14k	14k–18k
CRM / Collections Officer	8k–12k	12k–18k	18k–25k
Head of CRM / Post Sales	15k–20k	20k–30k	30k–40k
Project Manager (Launch / Events)	15k–20k	20k–30k	30k–45k
Managing Director / General Manager	40k–60k	60k–80k	80k–120k
CEO	60k–90k	90k–130k	130k–200kk

\*All Data Valid as of Q3 2025

# Developer Commission Insights (2025)

## Developer Payment and Commission Models

### Collections-Based Payouts:

Commission is released progressively in line with project collections (e.g., 25% of commission after 50% buyer collection, remaining 75% upon 80–100% collection).

### Quarterly Reconciliation:

Many large developers such as Emaar, Damac, and Sobha reconcile and release commissions on a quarterly basis, linking performance directly to cash inflow rather than booking numbers.

### Post-Handover Commissions:

For developers offering post-handover payment plans, commissions may be deferred for up to 12–24 months, affecting short-term agent income but offering stability in long-term cashflow.

## Leadership & Team Overrides

### Team Leaders / Sales Managers:

Typically receive a 1–2% override on team performance.

### Directors / Heads of Sales:

May receive a 3–5% override on total team commissions or a percentage of profit per project.

### Bonuses:

High-performing managers may also receive quarterly or annual bonuses, calculated on total collections or project sell-out ratios.

# Developer Commission Insights (2025)

## Emerging Market Trends

### Collection-Linked Security:

Developers are increasingly tying commissions to actual cashflow to reduce refund exposure. This has improved financial discipline but delayed payouts.

### Performance Tiers:

A growing number of developers now use tiered commission models — e.g., 0.3% base up to AED 10M sold, rising to 0.5% beyond AED 20M — encouraging consistent performance.

### Accelerator Bonuses:

In competitive sales teams, developers are reintroducing “launch bonuses” or target accelerators — short-term incentives for exceeding monthly quotas.

### Hybrid Pay Models:

Boutique developers are offering slightly higher commissions (0.8–1.0%) but with lower basic salaries, mirroring brokerage-style flexibility while retaining in-house loyalty.

### Luxury Developer Differentiation:

Prime market developers (e.g., Omniyat, Ellington, Alpaggo) compensate for smaller percentage commissions with larger absolute earnings due to ultra-high ticket values and strong marketing support.

## Summary

Dubai's real estate job market remains a paradox: the most lucrative market in the region, but also one of the toughest to sustain a career in. Recruitment remains buoyant, yet only brokerages with structured onboarding, mentorship, and marketing support are managing to retain agents beyond their first year. For recruitment agencies, the opportunity lies in quality over quantity matching resilient agents to firms with the infrastructure to help them succeed. As the market matures, data-driven hiring and long-term talent strategy will separate enduring success stories from those caught in the industry's revolving door.

# Report Methodology

## Market Report Methodology

All market performance statistics and transaction data referenced in this report were obtained from official government sources, including the Dubai Land Department (DLD) and the Real Estate Regulatory Agency (RERA). The analysis focuses on the third quarter of 2025 (Q3 2025) and includes all registered sales and transactions within the emirate of Dubai across both the off-plan and secondary markets. Data points were compiled from a range of DLD datasets, verified reports, and public records released between July – September 2025.

Each figure cited in this report represents the most recent available data as of October 2025, cross-referenced against property-level transaction values, volumes, and community trends. Calculations for average deal size, total transaction value, and market composition were made using DLD's official datasets and analysed through internal modelling to ensure consistency across categories.

# Report Methodology

## Salary Guide Methodology

The salary and commission data presented in this guide were derived from a combination of Executive Search internal research and placement data, as well as verified information from external sources, including but not limited to DLD and RERA.

All data reflects the most recent quarter (Q3 2025) and has been validated as accurate as of October 2025. The figures represent a synthesis of multiple data points, including tracked sales volumes, commission payouts, and agent performance indicators alongside salary benchmarking conducted by Executive Search's research team.

## Definition Table

Category	Definition
Small Agency	A real estate brokerage employing up to <b>25 active agents</b> .
Medium Agency	A brokerage employing <b>26–100 agents</b> .
Large Agency	A brokerage with <b>more than 100 active agents</b> .
Entry-Level Broker	An agent with less than <b>12 months</b> of real estate experience in Dubai.
Off-Plan Specialist	A broker primarily focused on developer project sales, operating on <b>4–6% developer commissions</b> .
Luxury Broker	A senior agent dealing in <b>high-value properties (AED 10 million +)</b> .

\*All Data Valid as of Q3 2025

## About Us

Executive Search is Dubai's first specialist real estate recruitment and consultancy firm, proudly recognised as an award-winning leader in the industry, having been named Dubai's Best Real Estate Recruitment Agency.

Since its founding, the company has built an unrivalled reputation for connecting top talent with the UAE's leading real estate brokerages, placing over 2,500 different candidates. With deep market insight and a network built on trust, Executive Search continues to shape the future of Dubai's real estate industry, one placement at a time.

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