



**Pearl Meyer**

2021 Real Estate Compensation  
Survey Report

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## Introduction

Pearl Meyer is pleased to present the 2021 Real Estate Compensation Survey report of results. This report provides competitive compensation levels (both 2020 actual awards and 2021 target opportunities) for 170 key positions within all types of commercial and residential real estate companies.

This year, we collected data for 408 companies and over 39,000 incumbents. Pearl Meyer incorporated information from publicly traded and not-for-profit real estate companies into the analysis of the 2020 executive officer and independent director compensation using their Schedule 14A Proxy Statements and Form 990's, respectively. We extend our sincere appreciation to all survey participants for providing valuable information, which has enabled us to perform an extensive examination of compensation within the real estate industry. We hope this report serves as a valuable benchmarking resource to compare your company's pay practices to the market.

Please Note: As of July 1, 2019, Christenson Advisors' core team and its complete portfolio of industry leading compensation surveys has joined Pearl Meyer, a leading advisor to boards and management on organizational and executive compensation strategy, design and implementation with ten offices and 100+ consultants globally. CA's surveys will continue to be conducted and branded as part of Pearl Meyer's existing survey portfolio. We look forward to continuing to serve you under the Pearl Meyer platform and are excited for the new resources and services it allows us to offer our clients.

## **Survey effective date:**

- The data contained within this survey is effective as of May 1, 2021.

## **Our objectives are to:**

- Be the highest quality compensation survey representing the community of organizations offering Real Estate Services.
- Provide meaningful data and analysis to support participants' compensation decision-making processes.
- Support our participants' needs for custom and special reports.

## **Confidentiality**

All survey data submitted for this survey was provided on the basis that each participant's data is fully protected. Protection of confidentiality extends not only to compensation data, but also to any kind of observation, or form of analysis that could serve to identify a company by its data to an experienced person in the field. The objective of this report is to provide maximum information and value without in any way disclosing information that could be specifically associated with an individual survey participant.

- Data is reported in aggregated form only, ensuring confidentiality of company provided information.
- Data is only provided when five or more organizations report on a particular statistic.
- Any special "cuts" of the data require a minimum of five organizations in the selected subset to mask and protect the identity of any given participant. Furthermore, no one organization in the subset may represent more than 25% of the population in the subset.

# Introduction

## Contact Information

Should you have any questions about the survey or need any other assistance, please contact any member of the Pearl Meyer Survey or Real Estate Teams.

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## About Pearl Meyer

Pearl Meyer is the leading advisor to Boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Baltimore, Boston, Charlotte, Chicago, Houston, London, Los Angeles, Rochester, and San Jose.

# Pearl Meyer

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# Participating Companies List

## 2021 Participating Companies

3CDC\*  
A Community of Friends\*  
Abode Communities\*  
Acadia Realty Trust\*  
ACRES Commercial Realty Corp.\*  
AEON\*  
AGNC Investment Corporation\*  
Agree Realty Corporation\*  
AHC, Inc.\*  
Alco Management Inc.  
Alexander & Baldwin, Inc.\*  
Alexandria Real Estate Equities, Inc.\*  
Allegro Senior Living, LLC  
American Assets Trust\*  
American Campus Communities, Inc.\*  
American Finance Trust\*  
American Homes 4 Rent  
American Realty Advisors  
American Tower Corporation\*  
AmeriCold Realty Trust\*  
AMREP Corporation\*  
Apartment Income REIT Corp.\*  
Apartment Investment & Management Company\*  
Apollo Commercial Real Estate Finance\*  
Apple Hospitality REIT, Inc.\*  
Appleton Corporation  
Arbor Realty Trust, Inc.\*  
Ares Commercial Real Estate Corporation\*  
Armada Hoffer Properties Inc.\*  
Avalon Globocare Corp.\*  
AvalonBay Communities, Inc.\*  
A. W. Perry Inc.  
Beazer Homes USA, Inc.  
BEB Capital  
Bell Partners Inc.  
Bellwether Housing\*  
Beyond Shelter, Inc.\*  
Bixby Land Company  
Bluerock Residential Growth REIT, Inc.\*  
Boston Properties, Inc.\*  
Boyd Gaming Corporation\*  
Boyd Watterson Asset Management LLC  
Brandywine Realty Trust\*  
BRIDGE Housing Corporation  
Bridge Investment Group  
Brixmor Property Group Inc.\*  
Broadstone Real Estate, LLC  
Broadstone Net Lease, Inc.\*  
Brookdale Senior Living, Inc.\*  
Brookfield Properties, Inc.  
Brookfield Residential Properties  
BRT Apartments Corp.\*  
Burbank Housing Development Corp.\*  
Caddis Partners LLC  
Caesars Entertainment, Inc.\*  
Cambridge Management Inc.  
Camden Property Trust\*  
Capital Senior Living Corporation\*  
Capitol Square, Ltd.  
Capstead Mortgage Corporation\*  
CareTrust REIT\*  
Casto Management Services Inc.  
Catchmark Timber Trust Inc.\*  
CBRE Group, Inc.\*  
CDC Small Business Finance\*  
Cedar Fair, L.P.\*  
Cedar Realty Trust Inc.  
Century Communities\*  
CF Evans Construction  
Chatham Lodging Trust\*  
Chicago Metropolitan Housing Development Corp.\*  
Chimera Investment Corporation\*  
Choice Hotels International, Inc.\*  
CIM Group  
Clipper Realty, Inc.\*  
Coachella Valley Housing Coalition\*  
Columbia Property Trust, Inc.\*  
Combined Properties, Inc.  
Commonbond Communities\*  
Commonwealth Senior Living  
Community Affordable Housing Equity Corp.\*  
Community Healthcare Trust Inc.\*  
Community Housing Services Inc.  
Community HousingWorks  
Community Investment Corporation\*  
Comstock Holding Companies, Inc.\*  
Condor Hospitality Trust, Inc.\*  
CoreCivic, Inc.\*  
CorePoint Lodging Inc.\*  
CoreSite Realty Corp.\*  
Corporate Office Properties Trust\*  
Costello Companies

# Participating Companies List

## 2021 Participating Companies (Continued)

Cottage Senior Living, Inc.  
Cousins Properties Inc.\*  
Cresa Global, Inc.  
Crown Castle International Corp.\*  
CSI Support & Development  
CTO Realty Growth, Inc.\*  
CubeSmart\*  
Cummings Properties, LLC  
Cushman & Wakefield  
CyrusOne, Inc.\*  
D.R. Horton, Inc.\*  
Decron Properties  
DiamondRock Hospitality Company\*  
Digital Realty Trust, Inc.\*  
DigitalBridge Group, Inc.\*  
Dominium Group  
Douglas Emmett Realty\*  
Duke Realty Corp.\*  
Dynex Capital, Inc.\*  
EAH Housing\*  
Easterly Government Properties, Inc.\*  
EastGroup Properties, Inc.  
Eden Housing, Inc.  
EDENS  
Edgewood Management  
Empire State Realty Trust, Inc.\*  
Enterprise Homes\*  
EPR Properties\*  
Equinix Inc.\*  
Equity Commonwealth  
Equity Lifestyle Properties, Inc.\*  
Equity Residential\*  
Era Living, LLC  
Essential Properties Realty Trust, Inc.\*  
Essex Property Trust, Inc.\*  
Evernorth\*  
Extra Space Storage, Inc.\*  
Family Housing Fund\*  
Farmland Partners, Inc.\*  
Federal Realty Investment Trust\*  
Finlay House  
First Industrial Realty Trust, Inc.\*  
First Hartford Realty Corp.  
First Realty Management Corp.  
Five Point Holdings, LLC\*  
Florida Crystals Corporation  
Forestar Group, Inc.\*  
Four Corners Property Trust\*  
Franklin Street Properties Corp.\*  
Frontline Management  
FRP Development Corporation\*  
Gaming and Leisure Properties Inc.\*  
Gardant Management Solutions  
Generations LLC  
Genstar Development Company  
Getty Realty Corporation\*  
GID Real Estate Investments  
GK Development Inc.  
Global Medical REIT, Inc.\*  
Gorman & Company, LLC  
Granite Properties  
Green Brick Partners\*  
G.W. Williams Co.  
Hannon Armstrong Sustainable Infrastructure Capital, Inc.\*  
Hanover Company  
Hart Realty Advisers, LLC  
Harvest Properties  
HCA Healthcare, Inc.\*  
Healthcare Realty Trust\*  
Healthcare Trust of America\*  
Healthpeak Properties, Inc.\*  
Hersha Hospitality Trust\*  
Highwoods Properties, Inc.  
Hillwood Development Company  
Hilton Grand Vacations Inc.\*  
Hilton Worldwide Holdings Inc.\*  
Holladay Properties  
Holland Partner Group  
Homes First  
Host Hotels & Resorts Inc.\*  
Housing Authority of Kittitas County  
Hovnanian Enterprises, Inc.\*  
Hudson Pacific Properties Inc.\*  
Human Good  
Hunt Companies  
Hyatt Hotels Corporation\*  
Independence Realty Trust\*  
INDUS Realty Trust, Inc.\*  
Innsuites Hospitality Trust\*  
Investors Real Estate Trust  
Invitation Homes Inc.\*  
IQHQ, Inc.  
iStar Financial Inc.\*



# Participating Companies List

## 2021 Participating Companies (Continued)

Jamboree Housing Corp.\*  
JBG Smith\*  
JE Dunn Construction Group, Inc.  
Jewish Community Housing Corporation  
John Hancock Financial Services Inc.  
Jones Lang LaSalle  
J.W. Mays Inc.\*  
Karlin Asset Management, Inc.  
Kawabe Memorial House Inc.  
KB Home  
Kennedy-Wilson Holdings, Inc.\*  
Kilroy Realty Corporation\*  
Kimco Realty Corporation\*  
Kite Realty Group Trust\*  
KKR Real Estate Finance Trust Inc.\*  
Ladder Capital Corp.\*  
Lamar Advertising Company\*  
Las Vegas Sands Corp.\*  
L&B Realty Advisors, LLP  
Leggat McCall Properties LLC  
Lennar Corporation\*  
Lexington Realty Trust\*  
LGI Homes\*  
Life Care Services  
Life Storage, Inc.\*  
Limoneira Company\*  
Los Angeles Jewish Home\*  
Low Income Investment Fund\*  
LTC Properties, Inc.\*  
M.A. Mortenson Companies, Inc.  
M.D.C. Holdings, Inc.\*  
M/I Homes\*  
Mack-Cali Realty Corporation\*  
Mapletree Investments Pte Ltd.  
Marcus & Millichap, Inc.\*  
Mark IV Capital, Inc.  
Marriott International, Inc.\*  
Marriott Vacations Worldwide Corp.\*  
Massachusetts Housing Investment Corporation\*  
Mather Lifeways\*  
Maui Land & Pineapple Company, Inc.\*  
MBK Real Estate LLC  
Medical Properties Trust Inc.\*  
MEND Inc.  
Mercy Housing  
Meritage Homes Corp.\*  
Merrill Gardens, LLC  
Merritt Properties  
MFA Financial Inc.\*  
MGM Growth Properties LLC\*  
MGM Resorts International\*  
Mid-America Apartment Communities, Inc. (MAA)  
MidPen Housing Corp\*  
Midwest Housing Equity Group Inc.  
MIT Investment Management Company  
Monmouth Real Estate Investment Corporation\*  
National Church Residences\*  
National CORE  
National Equity Fund\*  
National Health Investors, Inc.\*  
National Healthcare Corporation\*  
National Retail Properties, Inc.\*  
National Storage Affiliates Trust\*  
Nationwide Realty Investors  
Nevada H.A.N.D.\*  
New Senior Investment Group Inc.\*  
Newmark Group, Inc.\*  
New York Mortgage Trust, Inc.  
Northland Investment Corporation  
Northwest Real Estate Capital Corp.  
NVR, Inc.\*  
Oakwood Homes LLC  
Ohio Capital Corporation for Housing\*  
Olympus Property Management  
Omega Healthcare Investors, Inc.\*  
One Liberty Properties, Inc.\*  
OTO Development, LLC  
OUTFRONT Media Inc.  
Paramount Group, Inc.\*  
Park Properties Management Company  
Pebblebrook Hotel Trust\*  
Pennsylvania Real Estate Investment Trust\*  
PennyMac Mortgage Investment Trust  
Phillips Edison & Company  
Physicians Realty Trust\*  
Piedmont Office Realty Trust, Inc.\*  
PK Management LLC  
Plymouth Industrial REIT Inc.\*  
PMB Real Estate Services, LLC  
Postal Realty Trust, Inc.\*  
PotlatchDeltic Corporation\*  
Preferred Apartment Communities Inc.\*

# Participating Companies List

## 2021 Participating Companies (Continued)

Preservation of Affordable Housing\*  
Prologis  
Providence Management Company, LLC  
PS Business Parks, Inc.\*  
Public Storage\*  
PulteGroup, Inc.\*  
QTS Realty Trust, Inc.\*  
Radian Group Inc.\*  
Ram Realty Advisors  
Rayonier Inc.\*  
Reading International, Inc.\*  
Realty Income Corporation  
REDICO, LLC  
Redwood Living, Inc.  
Redwood Trust, Inc.\*  
Regency Centers Hotel Corporation\*  
Retail Opportunity Investments Corp.\*  
Retail Properties of America, Inc.  
Retirement Housing Foundation\*  
Revantage  
Rexford Industrial Realty, Inc.\*  
RLJ Lodging Trust\*  
RPT Realty, Inc.  
Ryman Hospitality Properties, Inc.\*  
Sabra Healthcare REIT, Inc.\*  
Sagora Senior Living, Inc.  
Satellite Affordable Housing Associates\*  
Saul Centers, Inc.\*  
SBA Communications Corporation\*  
Schnitzer West  
Sealy & Company LLC  
Seldin Company  
Self Help Enterprises\*  
Seritage Growth Properties\*  
Simon Property Group, Inc.\*  
SITE Centers Corp.\*  
SitusAMC  
SL Green Realty Corp.\*  
Sotherly Hotels Inc.\*  
South Coast Commercial LLC  
Spirit Realty Capital, Inc.\*  
SRS Real Estate Partners  
Stag Industrial, Inc.\*  
Starwood Property Trust, Inc.\*  
STORE Capital Corporation\*  
Stratus Properties Inc.\*  
StreetLights Residential  
Summit Hotel Properties, Inc.\*  
Sun Communities, Inc.\*  
Sundance Bay  
Sunstone Hotel Investors, Inc.\*  
Tanger Factory Outlet Centers, Inc.\*  
Taylor Morrison Inc.  
Tejon Ranch Co.\*  
TELACU Residential Management Inc.  
Terreno Realty Corp\*  
The Boldt Company  
The Community Builders, Inc.  
The Community Preservation Corporation  
The Davis Companies  
The Ensign Group, Inc.\*  
The GEO Group, Inc.\*  
The Goodman Group  
The Howard Hughes Corporation\*  
The InterGroup Corporation\*  
The Irvine Company  
The John Stewart Company  
The Macerich Company\*  
The Marcus Corporation\*  
The Michaels Organization  
The New Home Company Inc.\*  
The NHP Foundation\*  
The Northbridge Companies LLC  
The Phipps Houses Group\*  
The Related Companies, L.P.  
The Related Group  
The Reinvestment Fund, Inc.\*  
The RMR Group\*  
The Springs Living  
The St. Joe Company\*  
The Wolff Company LLC  
Toll Brothers  
TPG RE Finance Trust, Inc.\*  
Trammell Crow Residential  
TREK Development Group  
Tri Pointe Homes, Inc.\*  
Two Harbors Investment Corp.\*  
UDR, Inc.\*  
UMH Properties, Inc.\*  
Unico Properties  
Uniti Group, Inc.\*  
Universal Health Services, Inc.\*  
Urban Edge Properties\*  
Urstadt Biddle Properties, Inc.\*

# Participating Companies List

## 2021 Participating Companies (Continued)

USA Properties Fund, Inc.	Waterton Property Management LLC
Vail Resorts, Inc.*	Welltower Inc.
Ventas, Inc.	Westminster Communities of Florida
VEREIT Inc.*	Westwood Financial Corp.
Vesta Corporation	Wesley Living
VICI Properties, Inc.*	Weyerhaeuser*
Virginia Community Development Corp. (VCDC)*	Wheeler Real Estate Investment Trust, Inc.*
Viridian Management	WHI Real Estate Partners LP
Visionary Home Builders of CA*	Whitestone REIT*
Vornado Realty Trust*	WinnCompanies LLC
W.P. Carey & Company LLC*	Wood Partners LLC
Walker & Dunlop, Inc.*	WSH Management Inc.
Wallick Communities	Wyndham Hotels & Resorts*
Washington Prime Group Inc.*	Wynn Resorts, Limited*
Washington Real Estate Investment Trust	Xenia Hotels & Resorts Inc.*
	Zeller Realty Group, Inc.

*\*Data from Schedule 14A Proxy Statements and/or Form 990*

*Note: A total of 408 organizations participated in the survey. Listed above are those who gave their consent to be named as participants.*

# Company Information

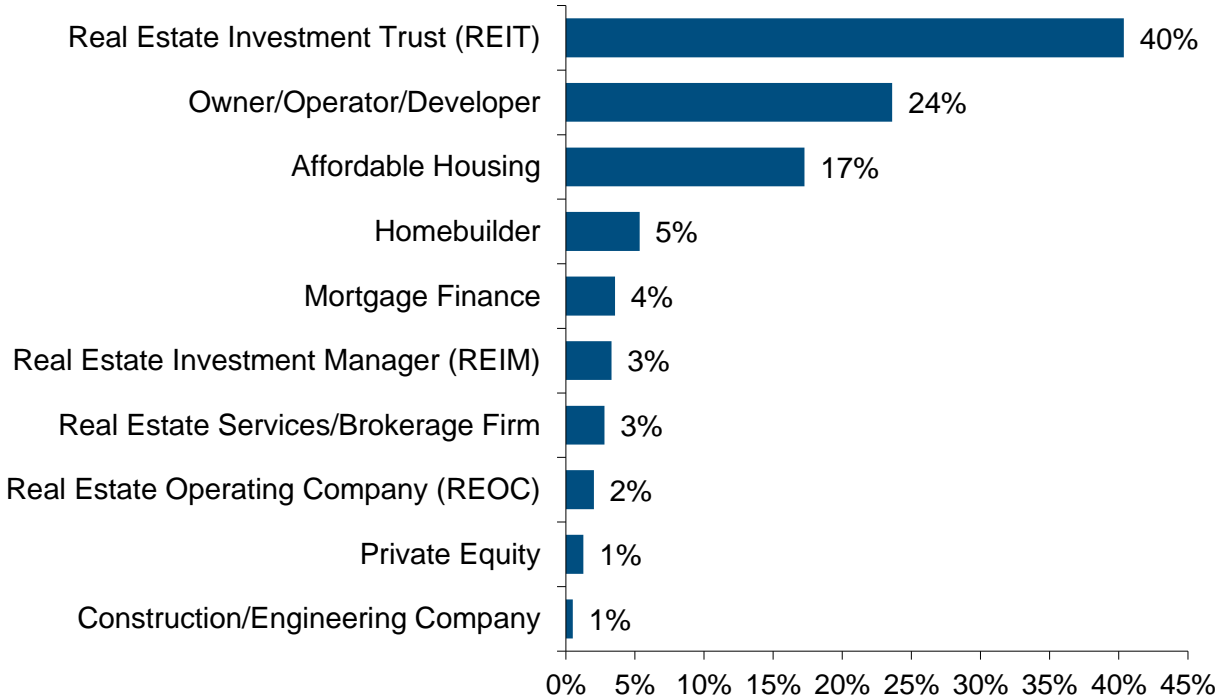
## Operational Information

### Company Ownership Status:

Fifty nine percent (59%) of the companies included in the study are public. An additional 26% are private and the remaining 15% are not-for-profit organizations.

### Company Platform Type:

A variety of platform types are represented in the study with real estate investment trusts (REITs) accounting for forty percent (40%) of the companies.



# All Participant Report

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Function, Job Code and Job Title			Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
Executive Management	EM1	Chairman of the Board (EM1)	45	47	\$497,753	\$1,590,123	9
	EM2	Chief Executive Officer (EM2)	358	358	\$699,619	\$1,888,307	14
	EM3	Chief Operating Officer/President (EM3)	223	224	\$454,637	\$941,182	19
	EM4	Chief Financial Officer (EM4)	328	329	\$422,528	\$881,560	24
	EM5	Chief Administrative Officer (EM5)	28	28	\$328,640	\$526,557	29
	EM6	Chief Accounting Officer (EM6)	52	52	\$283,306	\$454,797	34
	EM7	General Counsel (EM7)	177	177	\$403,722	\$841,088	39
	EM8	Chief Information Officer (EM8)	35	35	\$304,689	\$480,104	44
	EM9	Chief Investment Officer (EM9)	89	89	\$438,236	\$960,335	49
	EM10	Chief Credit Officer (EM10)	6	6	\$298,855	\$508,521	54
	EM11	Chief Compliance Officer (EM11)	18	18	\$223,706	\$346,598	59
	EM12	Chief Strategy Officer (EM12)	25	25	\$347,701	\$573,546	64
Accounting / Finance - Corporate	AF1	Corporate Controller (AF1)	121	196	\$180,347	\$229,931	69
	AF2	Corporate Treasurer (AF2)	41	54	\$239,025	\$363,599	74
	AF3	Assistant Controller (AF3)	69	164	\$127,713	\$150,029	79
	AF4	Accounting Manager (AF4)	90	313	\$105,966	\$121,110	84
	AF5	Senior Accountant (AF5)	93	634	\$83,501	\$91,159	89
	AF6	Staff Accountant (AF6)	102	655	\$66,652	\$72,324	94
	AF7	Director of Budgeting and Planning (AF7)	20	144	\$150,676	\$189,025	99
	AF8	Accounts Receivable/Accounts Payable Professional (AF8)	96	514	\$53,366	\$56,043	104
	AF9	Vice President of Finance (AF9)	29	73	\$208,483	\$301,433	109
	AF10	Director of Financial Reporting (AF10)	36	110	\$146,576	\$182,216	114
	AF11	Senior Corporate Tax Executive (AF11)	44	53	\$196,282	\$264,626	119
	AF12	Financial Analyst (AF12)	70	320	\$78,153	\$88,868	124
Accounting – Portfolio / Fund	PORTACCT1	Portfolio/Fund Controller (PORTACCT1)	24	60	\$156,608	\$221,215	129
	PORTACCT2	Portfolio/Fund Accounting Manager (PORTACCT2)	23	70	\$113,261	\$130,958	134
	PORTACCT3	Portfolio/Fund Staff Accountant (PORTACCT3)	20	143	\$69,770	\$91,536	139
Accounting – Property	PROPACCT1	Property Controller (PROPACCT1)	27	52	\$157,672	\$200,266	144
	PROPACCT2	Property Accounting Manager (PROPACCT2)	48	180	\$100,780	\$113,063	149
	PROPACCT3	Property Staff Accountant (PROPACCT3)	58	421	\$71,490	\$77,192	154
Administration	ADMIN1	Office Manager (ADMIN1)	61	178	\$68,661	\$74,204	159
	ADMIN2	Executive Assistant (ADMIN2)	99	445	\$78,701	\$87,904	164
	ADMIN3	Administrative Assistant (ADMIN3)	95	983	\$50,298	\$52,444	169
	ADMIN4	Receptionist (ADMIN4)	68	957	\$36,120	\$36,642	174
Architecture / Engineering	ENG1	Chief Architect/Designer (ENG1)	15	26	\$214,830	\$316,812	179
	ENG2	Senior Architect/Designer (ENG2)	22	222	\$138,503	\$158,170	184
	ENG3	Chief Engineer (ENG3)	22	725	\$103,176	\$115,595	189
	ENG4	Building Engineer (ENG4)	15	2094	\$70,404	\$76,527	194
Asset Management	AM1	Head of Asset Management (AM1)	74	107	\$258,982	\$389,006	199
	AM2	Senior Level Asset Management Professional (AM2)	62	263	\$191,661	\$274,599	204
	AM3	Mid-Level Asset Management Professional (AM3)	56	202	\$132,951	\$167,800	209
	AM4	Associate - Asset Management (AM4)	47	203	\$93,949	\$112,436	214
	AM5	Analyst - Asset Management (AM5)	42	285	\$70,945	\$89,465	219
Building Operations / Facilities Management	BO1	Head of Building Operations/Facilities Management (BO1)	42	58	\$153,612	\$174,539	224
	BO2	Senior Level Building Operations/Facilities Management Professional (BO2)	37	152	\$102,188	\$108,165	229
	BO3	Mid-Level Building Operations/Facilities Management Professional (BO3)	59	571	\$73,972	\$79,606	234
	BO4	Associate - Building Operations/Facilities Management (BO4)	55	1162	\$55,687	\$63,119	239
	BO5	Analyst - Building Operations/Facilities Management (BO5)	51	3203	\$42,107	\$46,645	244
Capital Markets	CM1	Head of Capital Markets (CM1)	28	39	\$263,092	\$420,740	249
	CM2	Senior Level Capital Markets Professional (CM2)	21	40	\$167,345	\$241,949	254
	CM3	Mid-Level Capital Markets Professional (CM3)	22	77	\$122,275	\$150,936	259

# All Participant Report

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Function, Job Code and Job Title			Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
Construction / Project Management	CM4	Associate - Capital Markets (CM4)	10	57	\$85,632	\$95,128	264
	CM5	Analyst - Capital Markets (CM5)	14	266	\$65,829	\$70,615	269
	CON1	Head of Construction (CON1)	55	90	\$267,700	\$397,567	274
	CON2	Senior Level Construction Professional (CON2)	60	407	\$181,679	\$227,798	279
	CON3	Mid-Level Construction Professional (CON3)	51	256	\$131,798	\$156,762	284
	CON4	Construction Estimator (CON4)	14	32	\$99,077	\$112,758	289
	CON5	Project Executive (CON5)	14	258	\$139,753	\$167,318	294
	CON6	Senior Project Manager (CON6)	45	932	\$132,270	\$151,188	299
	CON7	Project Manager (CON7)	67	1017	\$105,381	\$118,666	304
	CON8	Project Engineer (CON8)	21	167	\$81,077	\$86,333	309
Compliance	CON9	General Superintendent (CON9)	28	743	\$109,263	\$123,492	314
	CON10	Superintendent (CON10)	26	1073	\$82,195	\$93,817	319
	CP1	Head of Compliance (CP1)	17	19	\$155,256	\$173,525	324
	CP2	Senior Level Compliance Professional (CP2)	21	47	\$107,514	\$117,214	329
Corporate Marketing / Communications	CP3	Mid-Level Compliance Professional (CP3)	32	116	\$72,763	\$75,415	334
	CP4	Compliance Coordinator (CP4)	25	130	\$48,496	\$49,912	339
	MKTG1	Head of Corporate Marketing/Communications (MKTG1)	63	74	\$266,807	\$389,482	344
	MKTG2	Senior Level Corporate Marketing/Communications Professional (MKTG2)	54	111	\$143,047	\$180,858	349
Development	MKTG3	Mid-Level Corporate Marketing/Communications Professional ...	65	192	\$88,239	\$102,758	354
	MKTG4	Communications Director (MKTG4)	39	114	\$72,333	\$78,104	359
	DEV1	Head of Development (DEV1)	104	186	\$295,976	\$474,565	364
	DEV2	Senior Level Development Professional (DEV2)	66	409	\$201,443	\$280,936	369
	DEV3	Mid-Level Development Professional (DEV3)	54	288	\$132,246	\$154,172	374
Due Diligence / Underwriting	DEV4	Associate - Development (DEV4)	46	172	\$107,582	\$127,197	379
	DEV5	Analyst - Development (DEV5)	40	154	\$75,331	\$86,654	384
	UNDER1	Head of Due Diligence/Underwriting (UNDER1)	12	17	\$267,659	\$435,755	389
	UNDER2	Senior Level Due Diligence/Underwriting Professional (UNDER2)	17	63	\$169,293	\$228,362	394
	UNDER3	Mid-Level Due Diligence/Underwriting Professional (UNDER3)	17	83	\$124,800	\$148,164	399
Human Resources	UNDER4	Associate - Due Diligence/Underwriting (UNDER4)	13	341	\$86,378	\$99,851	404
	UNDER5	Analyst - Due Diligence/Underwriting (UNDER5)	14	254	\$62,674	\$67,647	409
	HR1	Head of Human Resources (HR1)	95	99	\$225,052	\$317,916	414
	HR2	Human Resources Director (HR2)	67	129	\$140,327	\$168,450	419
	HR3	Human Resources Manager (HR3)	57	147	\$103,460	\$118,028	424
	HR4	Human Resources Generalist (HR4)	58	133	\$79,206	\$85,549	429
	HR5	Human Resources Coordinator (HR5)	45	97	\$53,729	\$58,861	434
	HR6	Training and Development Professional (HR6)	40	71	\$96,077	\$110,347	439
	HR7	Compensation and Benefits Professional (HR7)	30	41	\$85,036	\$95,461	444
	HR8	Internal Recruiter (HR8)	36	78	\$80,934	\$90,364	449
Leasing	HR9	HRIS Professional (HR9)	19	29	\$84,506	\$95,586	454
	HR10	Payroll Manager (HR10)	44	54	\$85,690	\$93,977	459
	LEASE1	Head of Leasing (LEASE1)	32	51	\$362,954	\$583,646	464
	LEASE2	Senior Level Leasing Professional (LEASE2)	43	200	\$146,389	\$189,060	469
	LEASE3	Mid-Level Leasing Professional (LEASE3)	33	308	\$84,478	\$106,660	474
	LEASE4	Associate - Leasing (LEASE4)	42	385	\$57,356	\$61,884	479
	LEASE5	Analyst - Leasing (LEASE5)	41	701	\$41,665	\$46,143	484
Legal	LEASE6	Manager of Lease Administration (LEASE6)	19	58	\$89,638	\$96,705	489
	LEASE7	Lease Administrator (LEASE7)	39	196	\$56,163	\$58,132	494
	LEGAL1	Associate General Counsel (LEGAL1)	56	119	\$244,986	\$334,737	499
	LEGAL2	Staff Lawyer (LEGAL2)	39	94	\$185,688	\$226,900	504
Operations	LEGAL3	Senior Paralegal (LEGAL3)	35	75	\$101,700	\$121,956	509
	LEGAL4	Paralegal (LEGAL4)	36	99	\$79,853	\$88,752	514
	OPS1	Vice President of Operations (OPS1)	68	120	\$270,506	\$426,848	519
	OPS2	Regional Director of Operations (OPS2)	51	184	\$146,788	\$176,043	524

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Function, Job Code and Job Title			Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
Originations / Production	OP33	Executive Director - Site (OP33)	32	457	\$101,115	\$107,422	529
	ORIG1	Head of Originations/Production (ORIG1)	7	12	\$249,729	\$374,364	534
	ORIG2	Senior Level Originations/Production Professional (ORIG2)	5	18	\$172,485	\$211,058	539
	ORIG3	Mid-Level Originations/Production Professional (ORIG3)	7	14	\$121,854	\$145,493	544
	ORIG4	Associate - Originations/Production (ORIG4)	4	407	.	.	.
Portfolio Management	ORIG5	Analyst - Originations/Production (ORIG5)	4	81	.	.	.
	PORTM1	Head of Portfolio Management (PORTM1)	30	83	\$295,383	\$564,596	549
	PORTM2	Senior Level Portfolio Management Professional (PORTM2)	28	84	\$166,038	\$268,552	554
	PORTM3	Mid-Level Portfolio Management Professional (PORTM3)	23	75	\$118,200	\$141,812	559
	PORTM4	Associate - Portfolio Management (PORTM4)	17	74	\$84,682	\$100,543	564
Property Management	PORTM5	Analyst - Portfolio Management (PORTM5)	17	65	\$58,884	\$62,416	569
	PROPM1	Head of Property Management (PROPM1)	67	111	\$219,279	\$301,691	574
	PROPM2	Senior Level Property Management Professional (PROPM2)	78	1074	\$138,528	\$166,291	579
	PROPM3	Mid-Level Property Management Professional (PROPM3)	77	1039	\$95,649	\$115,280	584
	PROPM4	Associate - Property Management (PROPM4)	84	3201	\$72,326	\$78,714	589
Structured Finance	PROPM5	Analyst - Property Management (PROPM5)	59	1623	\$52,041	\$56,552	594
	SF1	Head of Structured Finance (SF1)	11	15	\$246,764	\$370,902	599
	SF2	Senior Level Structured Finance Professional (SF2)	7	10	\$158,765	\$193,604	604
	SF3	Mid-Level Structured Finance Professional (SF3)	6	6	\$109,333	\$142,242	609
	SF4	Associate - Structured Finance (SF4)	5	9	\$83,164	\$89,611	614
Technology	SF5	Analyst - Structured Finance (SF5)	2	19	.	.	.
	TECH1	Head of MIS/IT (TECH1)	48	50	\$217,530	\$291,391	619
	TECH2	MIS/IT Director (TECH2)	44	67	\$152,801	\$182,060	624
	TECH3	MIS/IT Manager (TECH3)	50	105	\$112,229	\$132,103	629
	TECH4	Director of Network & Data Center Services (TECH4)	14	22	\$133,852	\$154,985	634
	TECH5	Network Architect (TECH5)	13	20	\$115,494	\$124,448	639
	TECH6	Network Administrator (TECH6)	30	39	\$84,321	\$92,740	644
	TECH7	Database Administrator (TECH7)	24	65	\$103,060	\$118,238	649
	TECH8	Systems Administrator (TECH8)	45	91	\$85,196	\$97,258	654
	TECH9	Web Developer (TECH9)	18	88	\$88,239	\$107,012	659
	TECH10	Computer Support Specialist (TECH10)	62	206	\$64,566	\$71,987	664
	TECH11	Telecommunications Specialist (TECH11)	5	7	\$88,309	\$94,668	669
Transactions	TECH12	Vice President of Application Development (TECH12)	11	15	\$173,446	\$228,314	674
	TECH13	Information Security Analyst (TECH13)	16	30	\$86,060	\$94,948	679
	TRANS1	Head of Transactions (TRANS1)	44	67	\$275,374	\$513,456	684
	TRANS2	Senior Level Transactions Professional (TRANS2)	29	81	\$191,854	\$290,777	689
	TRANS3	Mid-Level Transactions Professional (TRANS3)	31	129	\$125,153	\$198,214	694
Other Senior Positions / Function Heads	TRANS4	Associate - Transactions (TRANS4)	18	64	\$100,082	\$109,924	699
	TRANS5	Analyst - Transactions (TRANS5)	24	66	\$72,047	\$80,908	704
	FH1A	Regional President (Minor) (FH1A)	8	29	\$312,671	\$517,248	709
	FH1B	Regional President (Major) (FH1B)	12	31	\$409,651	\$864,290	714
	FH1	Regional President (Roll Up) (FH1)	35	85	\$359,531	\$690,301	719
	FH2A	Division/Subsidiary President (Minor) (FH2A)	18	52	\$310,443	\$565,007	724
	FH2B	Division/Subsidiary President (Major) (FH2B)	19	51	\$329,217	\$633,432	729
	FH2	Division/Subsidiary President (Roll Up) (FH2)	58	149	\$350,322	\$685,560	734
	FH3	Head of Brokerage/Investment Sales (FH3)	4	4	.	.	.
	FH4	Head of Client Marketing/Investor Relations (FH4)	16	25	\$240,363	\$395,745	739
FH5	Head of Clinical Wellness (FH5)	7	7	\$168,759	\$186,671	744	
FH6	Head of Closing (FH6)	3	4	.	.	.	
FH7	Head of Consulting (FH7)	2	3	.	.	.	

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Function, Job Code and Job Title	Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number	
FH8 Head of Corporate Services (FH8)	2	3	.	.	.	
FH9 Head of Dining and Food/Beverage (FH9)	14	22	\$122,505	\$137,110	749	
FH10 Head of Internal Audit (FH10)	10	10	\$184,544	\$255,162	754	
FH11 Head of New Business/Development (FH11)	15	16	\$278,434	\$440,301	759	
FH12 Head of Nursing Services (FH12)	6	7	\$140,794	\$151,230	764	
FH13 Head of Real Estate Lending & Debt Investments (FH13)	3	4	.	.	.	
FH14 Head of Research (FH14)	11	11	\$207,716	\$274,173	769	
FH15A Head of Resident/Quality Services (FH15A)	20	34	\$141,304	\$153,521	774	
FH15B Resident/Quality Services Coordinator (FH15B)	24	170	\$59,727	\$61,290	779	
FH16 Head of Risk Management (FH16)	37	41	\$188,447	\$297,387	784	
FH17 Head of Sales (FH17)	22	28	\$255,067	\$449,425	789	
FH19 Head of Security/Safety (FH19)	8	8	\$181,309	\$257,774	794	
FH20 Head of Servicing (FH20)	3	4	.	.	.	
FH21 Head of Tax-Credit Equity/Affordable Housing (FH21)	4	4	.	.	.	
FH22 Head of Tenant Representation (FH22)	2	3	.	.	.	
FH23 Head of Valuation Services (FH23)	6	6	\$224,583	\$286,708	799	
FH24 Director of Occupancy (FH24)	3	5	.	.	.	
Roll Up CEO,COO and CFO	Chief Executive Officer, Chief Operating Officer/President and Chief Financial Officer	173	.	\$1,605,659	\$3,616,395	Section 5



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Platform Type		Associate - Property Management (PROPM4)						
		Property Management						
		Number of Companies	Number of Incumbents	Base Salary Avg	Annual Incentive Award (Excl \$0)	Total Annual Cash Compensation	Long-Term Incentive Award (Excl \$0)	Total Compensation
Aggregate	<b>Average</b>	84	3201	\$72,326	\$9,025	\$78,714	ISD	\$78,728
	25th %ile			\$60,000	\$2,792	\$62,981	ISD	\$62,981
	Median			\$69,056	\$6,400	\$73,579	ISD	\$73,600
	75th %ile			\$82,000	\$9,970	\$90,205	ISD	\$90,205
Affordable Housing	<b>Average</b>	14	154	\$58,195	\$4,976	\$60,327	ISD	\$60,327
	25th %ile			\$50,669	\$2,095	\$52,489	ISD	\$52,489
	Median			\$55,795	\$3,974	\$58,240	ISD	\$58,240
	75th %ile			\$61,800	\$6,521	\$66,198	ISD	\$66,198
Homebuilding	<b>Average</b>	1	35	ISD	ISD	ISD	ISD	ISD
	25th %ile			ISD	ISD	ISD	ISD	ISD
	Median			ISD	ISD	ISD	ISD	ISD
	75th %ile			ISD	ISD	ISD	ISD	ISD
Owner / Operator / Developer & Construction Engineering	<b>Average</b>	31	760	\$69,159	\$7,140	\$72,756	ISD	\$72,769
	25th %ile			\$60,000	\$1,500	\$62,569	ISD	\$62,569
	Median			\$67,600	\$5,225	\$70,459	ISD	\$70,459
	75th %ile			\$77,205	\$11,000	\$80,799	ISD	\$80,833
REIM / Private Equity	<b>Average</b>	7	123	\$75,161	\$25,817	\$94,602	ISD	\$94,602
	25th %ile			\$62,000	\$5,500	\$72,595	ISD	\$72,595
	Median			\$70,000	\$9,981	\$90,200	ISD	\$90,200
	75th %ile			\$88,000	\$50,000	\$105,414	ISD	\$105,414
REIT / Operating Company (REOC)	<b>Average</b>	19	371	\$69,733	\$7,302	\$75,322	ISD	\$75,322
	25th %ile			\$60,255	\$3,546	\$63,375	ISD	\$63,375
	Median			\$67,240	\$6,183	\$71,379	ISD	\$71,379
	75th %ile			\$76,048	\$8,133	\$82,687	ISD	\$82,687
Real Estate Services / Brokerage	<b>Average</b>	2	16	ISD	ISD	ISD	ISD	ISD
	25th %ile			ISD	ISD	ISD	ISD	ISD
	Median			ISD	ISD	ISD	ISD	ISD
	75th %ile			ISD	ISD	ISD	ISD	ISD

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Asset Class		Associate - Property Management (PROPM4)						
		Property Management						
		Number of Companies	Number of Incumbents	Base Salary Avg	Annual Incentive Award (Excl \$0)	Total Annual Cash Compensation	Long-Term Incentive Award (Excl \$0)	Total Compensation
Aggregate	<b>Average</b>	84	3201	\$72,326	\$9,025	\$78,714	ISD	\$78,728
	25th %ile			\$60,000	\$2,792	\$62,981	ISD	\$62,981
	Median			\$69,056	\$6,400	\$73,579	ISD	\$73,600
	75th %ile			\$82,000	\$9,970	\$90,205	ISD	\$90,205
Hotel / Hospitality	<b>Average</b>	11	1567	\$73,755	\$7,381	\$79,769	ISD	\$79,769
	25th %ile			\$62,254	\$3,900	\$65,930	ISD	\$65,930
	Median			\$71,400	\$7,000	\$78,500	ISD	\$78,500
	75th %ile			\$80,000	\$10,638	\$89,704	ISD	\$89,704
Industrial	<b>Average</b>	21	243	\$66,973	\$22,210	\$86,386	ISD	\$86,431
	25th %ile			\$58,000	\$4,500	\$67,322	ISD	\$67,322
	Median			\$65,000	\$7,493	\$78,500	ISD	\$78,959
	75th %ile			\$75,000	\$48,000	\$98,500	ISD	\$98,500
Multifamily	<b>Average</b>	50	2897	\$71,958	\$9,140	\$78,584	ISD	\$78,597
	25th %ile			\$59,904	\$2,500	\$63,003	ISD	\$63,003
	Median			\$69,014	\$6,127	\$73,542	ISD	\$73,542
	75th %ile			\$80,954	\$9,861	\$90,156	ISD	\$90,156
Office	<b>Average</b>	32	1936	\$74,532	\$14,725	\$86,135	ISD	\$86,151
	25th %ile			\$62,130	\$5,000	\$67,946	ISD	\$67,946
	Median			\$70,907	\$7,524	\$81,600	ISD	\$81,709
	75th %ile			\$84,870	\$11,200	\$99,840	ISD	\$99,840
Retail	<b>Average</b>	33	1837	\$72,674	\$7,719	\$79,216	ISD	\$79,236
	25th %ile			\$60,850	\$4,000	\$65,000	ISD	\$65,000
	Median			\$70,000	\$6,862	\$76,321	ISD	\$76,508
	75th %ile			\$81,600	\$10,151	\$89,916	ISD	\$89,916
Self-Storage	<b>Average</b>	4	11	ISD	ISD	ISD	ISD	ISD
	25th %ile			ISD	ISD	ISD	ISD	ISD
	Median			ISD	ISD	ISD	ISD	ISD
	75th %ile			ISD	ISD	ISD	ISD	ISD
Seniors Housing / Healthcare	<b>Average</b>	21	559	\$63,765	\$16,147	\$76,621	ISD	\$76,670
	25th %ile			\$52,478	\$2,440	\$56,862	ISD	\$56,862
	Median			\$60,000	\$3,946	\$66,474	ISD	\$66,474
	75th %ile			\$69,937	\$15,696	\$90,200	ISD	\$90,200

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Total Capitalization, AUM		Associate - Property Management (PROPM4)						
		Property Management						
		Number of Companies	Number of Incumbents	Base Salary Avg	Annual Incentive Award (Excl \$0)	Total Annual Cash Compensation	Long-Term Incentive Award (Excl \$0)	Total Compensation
Aggregate	<b>Average</b>	84	3201	\$72,326	\$9,025	\$78,714	ISD	\$78,728
	25th %ile			\$60,000	\$2,792	\$62,981	ISD	\$62,981
	Median			\$69,056	\$6,400	\$73,579	ISD	\$73,600
	75th %ile			\$82,000	\$9,970	\$90,205	ISD	\$90,205
Tot Cap Under \$1.5 Billion	<b>Average</b>	13	143	\$60,825	\$7,110	\$65,250	ISD	\$65,250
	25th %ile			\$53,416	\$2,440	\$55,535	ISD	\$55,535
	Median			\$58,698	\$4,309	\$61,360	ISD	\$61,360
	75th %ile			\$66,820	\$7,956	\$74,337	ISD	\$74,337
Tot Cap \$1.5 Billion to \$5.5 Billion	<b>Average</b>	13	201	\$68,692	\$10,572	\$75,847	ISD	\$75,847
	25th %ile			\$58,710	\$5,000	\$64,500	ISD	\$64,500
	Median			\$65,650	\$8,000	\$74,191	ISD	\$74,191
	75th %ile			\$76,120	\$14,500	\$85,000	ISD	\$85,000
Tot Cap Over \$5.5 Billion	<b>Average</b>	4	110	ISD	ISD	ISD	ISD	ISD
	25th %ile			ISD	ISD	ISD	ISD	ISD
	Median			ISD	ISD	ISD	ISD	ISD
	75th %ile			ISD	ISD	ISD	ISD	ISD
AUM Under \$1.5 Billion	<b>Average</b>	12	97	\$62,219	\$5,019	\$64,547	ISD	\$64,547
	25th %ile			\$55,000	\$1,669	\$55,000	ISD	\$55,000
	Median			\$61,360	\$3,500	\$64,688	ISD	\$64,688
	75th %ile			\$70,000	\$7,169	\$74,337	ISD	\$74,337
AUM \$1.5 Billion to \$5.0 Billion	<b>Average</b>	16	166	\$64,910	\$10,001	\$72,019	ISD	\$72,019
	25th %ile			\$54,367	\$4,491	\$60,500	ISD	\$60,500
	Median			\$60,925	\$7,544	\$68,412	ISD	\$68,412
	75th %ile			\$72,000	\$14,294	\$83,003	ISD	\$83,003
AUM Over \$5.0 Billion	<b>Average</b>	9	173	\$73,496	\$10,067	\$83,025	ISD	\$83,025
	25th %ile			\$65,000	\$5,374	\$71,511	ISD	\$71,511
	Median			\$72,400	\$9,501	\$83,122	ISD	\$83,122
	75th %ile			\$80,149	\$12,688	\$91,538	ISD	\$91,538

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# All Participant Report

Number of Employees, Location		Associate - Property Management (PROPM4)						
		Property Management						
		Number of Companies	Number of Incumbents	Base Salary Avg	Annual Incentive Award (Excl \$0)	Total Annual Cash Compensation	Long-Term Incentive Award (Excl \$0)	Total Compensation
Aggregate	<b>Average</b>	84	3201	\$72,326	\$9,025	\$78,714	ISD	\$78,728
	25th %ile			\$60,000	\$2,792	\$62,981	ISD	\$62,981
	Median			\$69,056	\$6,400	\$73,579	ISD	\$73,600
	75th %ile			\$82,000	\$9,970	\$90,205	ISD	\$90,205
Under 100 Employees	<b>Average</b>	38	490	\$66,438	\$8,449	\$72,421	ISD	\$72,421
	25th %ile			\$56,368	\$4,000	\$58,822	ISD	\$58,822
	Median			\$64,702	\$6,862	\$71,197	ISD	\$71,197
	75th %ile			\$75,546	\$11,505	\$83,344	ISD	\$83,344
100 - 600 Employees	<b>Average</b>	23	785	\$67,540	\$13,620	\$74,943	ISD	\$74,970
	25th %ile			\$58,153	\$2,000	\$62,005	ISD	\$62,005
	Median			\$66,320	\$3,304	\$71,165	ISD	\$71,165
	75th %ile			\$75,756	\$7,202	\$82,500	ISD	\$82,500
Over 600 Employees	<b>Average</b>	7	182	\$71,064	\$8,530	\$77,005	ISD	\$77,005
	25th %ile			\$60,773	\$4,200	\$62,796	ISD	\$62,796
	Median			\$66,150	\$6,685	\$69,800	ISD	\$69,800
	75th %ile			\$79,825	\$11,074	\$85,708	ISD	\$85,708
Northeast	<b>Average</b>	27	362	\$78,770	\$8,300	\$84,075	ISD	\$84,146
	25th %ile			\$65,000	\$5,275	\$70,713	ISD	\$70,713
	Median			\$78,507	\$8,159	\$81,050	ISD	\$81,394
	75th %ile			\$90,610	\$10,538	\$95,896	ISD	\$95,896
Midwest	<b>Average</b>	28	449	\$70,828	\$9,603	\$76,834	ISD	\$76,834
	25th %ile			\$55,000	\$3,507	\$57,528	ISD	\$57,528
	Median			\$64,612	\$6,637	\$69,009	ISD	\$69,009
	75th %ile			\$81,000	\$10,157	\$89,705	ISD	\$89,705
South	<b>Average</b>	46	1206	\$71,793	\$9,782	\$77,933	ISD	\$77,933
	25th %ile			\$61,800	\$4,156	\$65,000	ISD	\$65,000
	Median			\$69,624	\$7,321	\$73,727	ISD	\$73,727
	75th %ile			\$79,500	\$10,231	\$86,800	ISD	\$86,800
West	<b>Average</b>	41	1168	\$71,882	\$8,379	\$78,691	ISD	\$78,715
	25th %ile			\$58,427	\$1,500	\$61,362	ISD	\$61,362
	Median			\$66,976	\$4,500	\$72,240	ISD	\$72,306
	75th %ile			\$82,800	\$9,300	\$92,274	ISD	\$92,274

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Revenue and Ownership		Associate - Property Management (PROPM4)						
		Property Management						
		Number of Companies	Number of Incumbents	Base Salary Avg	Annual Incentive Award (Excl \$0)	Total Annual Cash Compensation	Long-Term Incentive Award (Excl \$0)	Total Compensation
Aggregate	<b>Average</b>	84	3201	\$72,326	\$9,025	\$78,714	ISD	\$78,728
	25th %ile			\$60,000	\$2,792	\$62,981	ISD	\$62,981
	Median			\$69,056	\$6,400	\$73,579	ISD	\$73,600
	75th %ile			\$82,000	\$9,970	\$90,205	ISD	\$90,205
Revenue Under \$150 Million	<b>Average</b>	28	220	\$61,841	\$6,101	\$65,724	ISD	\$65,769
	25th %ile			\$52,990	\$3,000	\$55,595	ISD	\$55,595
	Median			\$57,489	\$5,508	\$62,272	ISD	\$62,272
	75th %ile			\$68,896	\$8,194	\$74,609	ISD	\$74,609
Revenue \$150 Million - \$300 Million	<b>Average</b>	9	100	\$63,850	\$10,150	\$70,158	ISD	\$70,158
	25th %ile			\$53,248	\$3,500	\$56,900	ISD	\$56,900
	Median			\$60,800	\$5,300	\$68,753	ISD	\$68,753
	75th %ile			\$71,552	\$15,696	\$81,000	ISD	\$81,000
Revenue Over \$300 Million	<b>Average</b>	19	1843	\$76,987	\$9,851	\$83,989	ISD	\$83,989
	25th %ile			\$63,600	\$6,000	\$66,928	ISD	\$66,928
	Median			\$73,336	\$8,800	\$80,668	ISD	\$80,668
	75th %ile			\$88,000	\$12,720	\$96,906	ISD	\$96,906
Public	<b>Average</b>	13	1665	\$76,150	\$8,539	\$82,724	ISD	\$82,724
	25th %ile			\$63,034	\$5,434	\$65,000	ISD	\$65,000
	Median			\$72,100	\$7,321	\$77,100	ISD	\$77,100
	75th %ile			\$85,700	\$10,638	\$95,794	ISD	\$95,794
Private	<b>Average</b>	63	1351	\$67,538	\$10,598	\$74,285	ISD	\$74,310
	25th %ile			\$57,364	\$2,500	\$61,780	ISD	\$61,780
	Median			\$65,650	\$5,000	\$70,831	ISD	\$70,831
	75th %ile			\$75,567	\$10,000	\$83,014	ISD	\$83,026
Not-for-Profit	<b>Average</b>	7	184	\$57,098	\$1,248	\$57,616	ISD	\$57,616
	25th %ile			\$50,000	\$779	\$51,628	ISD	\$51,628
	Median			\$55,000	\$1,319	\$55,064	ISD	\$55,064
	75th %ile			\$59,862	\$1,500	\$60,239	ISD	\$60,239

Calendar/Fiscal Year 2020