

Position	Base Salary Range ⁽¹⁾			Actual Bonus As % of Salary
	Low	Median	High	Average
Executive & Corporate Positions				
Senior Executive				
Chairman of the Board (not CEO)	\$296,200	\$409,200	\$675,000	184.9%
Chief Executive Officer	\$401,000	\$677,800	\$905,100	185.2%
President	\$251,300	\$384,500	\$551,700	131.1%
Chief Operating Officer	\$291,700	\$409,400	\$553,400	119.3%
Chief Investment Officer	\$301,000	\$389,600	\$505,400	119.1%
Chief Financial Officer (CFO)	\$260,800	\$383,000	\$523,400	108.9%
Chief Accounting Officer	\$220,000	\$291,100	\$344,400	64.0%
Chief Administrative Officer	\$227,700	\$285,900	\$395,000	83.1%
Executive				
Top Capital Markets Executive	\$208,600	\$285,700	\$374,300	87.1%
General Counsel	\$243,400	\$336,000	\$433,000	91.7%
Top Marketing Executive	\$141,900	\$194,400	\$264,300	37.9%
Top IT Executive/Director	\$142,300	\$184,400	\$232,000	30.2%
Top Corp. Comm./Investor Relations Exec.	\$122,200	\$175,100	\$227,800	34.6%
Top Research Executive/Director	\$134,800	\$192,400	\$273,200	43.6%
Top Business Development Executive	\$180,800	\$255,400	\$336,000	53.9%
Regional Business Development Officer	\$154,100	\$213,200	\$261,900	65.2%
Top Human Resources Executive	\$122,000	\$159,800	\$234,500	39.1%
Corporate				
Human Resources Manager	\$85,000	\$103,500	\$127,800	17.5%
Compensation/Benefits Manager	\$85,600	\$105,800	\$134,300	16.2%
Human Resources Generalist	\$61,100	\$71,500	\$87,700	9.8%
Payroll/Benefits Manager	\$58,200	\$69,900	\$84,500	8.9%
Associate General Counsel	\$175,500	\$215,000	\$240,900	26.4%
Paralegal	\$72,600	\$86,800	\$108,200	10.2%
Marketing Manager	\$75,900	\$89,200	\$109,200	12.8%
IT Manager	\$100,100	\$125,500	\$147,700	14.3%
IT Engineer/Analyst	\$74,000	\$88,300	\$112,800	10.7%
Network Administrator	\$69,100	\$86,300	\$105,700	9.3%
Training Director/Manager	\$84,500	\$109,100	\$131,000	14.5%
Lease Administrator	\$57,300	\$68,500	\$84,400	10.8%
Office Manager	\$57,100	\$69,500	\$85,900	10.4%
Executive Administrative Asst.	\$64,100	\$74,300	\$88,100	9.7%
Administrative Assistant	\$47,500	\$54,600	\$63,600	6.5%
Finance/Accounting				
Vice President/Director Finance	\$126,100	\$173,800	\$219,900	32.8%
Treasurer	\$108,800	\$166,100	\$223,200	29.6%
Top Risk Management Executive	\$111,200	\$153,000	\$210,700	22.0%
Director Internal Audit	\$120,200	\$149,300	\$189,300	21.6%
Compliance Director/Manager	\$80,600	\$106,300	\$153,200	14.3%
Senior Controller	\$156,100	\$187,700	\$225,200	27.3%
Controller	\$115,400	\$145,100	\$182,100	18.1%
Assistant Controller	\$95,500	\$116,000	\$135,300	17.5%
Accounting Director/Manager	\$92,800	\$108,000	\$134,400	15.9%
AP/AR Manager	\$62,300	\$82,200	\$97,700	10.3%
Accounting Supervisor	\$67,400	\$82,800	\$102,900	11.7%
Senior Accountant	\$74,500	\$82,800	\$95,500	9.2%
Accountant	\$55,900	\$65,900	\$75,600	7.7%
Accounting Clerk	\$44,800	\$51,000	\$60,900	6.5%
Property Accountant - Senior	\$69,000	\$80,500	\$98,500	9.1%
Property Accountant	\$54,600	\$62,900	\$76,200	6.7%
Senior Financial Analyst	\$93,800	\$109,200	\$131,400	16.2%
Financial Analyst	\$68,200	\$83,500	\$99,300	11.9%
Vice President/Director Tax	\$131,200	\$169,600	\$214,000	22.5%

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Position	Base Salary Range ⁽¹⁾			Actual Bonus As % of Salary
	Low	Median	High	Average
Office/Industrial Positions				
Senior Executive				
Top Division Executive	\$244,600	\$340,600	\$461,800	106.0%
Top Regional Executive	\$227,700	\$311,200	\$380,100	107.2%
Acquisitions				
Top Acquisitions Executive	\$197,200	\$265,000	\$328,900	58.5%
Acquisitions Director/Manager	\$130,800	\$168,300	\$209,600	47.7%
Acquisitions Associate	\$86,300	\$110,800	\$136,400	29.5%
Asset Management				
Top Asset Management Executive	\$219,600	\$269,300	\$358,200	59.0%
Senior Asset Management Executive	\$170,000	\$202,000	\$257,000	36.6%
Portfolio Manager	\$106,700	\$136,000	\$162,600	26.4%
Senior Asset Manager	\$116,400	\$162,600	\$195,600	28.4%
Asset Manager	\$96,200	\$125,500	\$158,700	26.1%
Property Management				
Top Property Management Executive	\$168,500	\$223,100	\$299,000	51.5%
Vice President Property Management	\$151,100	\$189,800	\$247,800	26.1%
Regional Property Manager	\$117,500	\$157,200	\$193,100	26.7%
Senior Property Manager	\$103,900	\$121,100	\$142,500	17.0%
Property Manager I (<250,000 sq.ft.)	\$68,000	\$87,800	\$104,500	11.7%
Property Manager II (250,000-500,000 sq.ft.)	\$62,900	\$88,700	\$104,900	10.3%
Property Manager III (500,001-1,000,000 sq.ft.)	\$85,100	\$98,500	\$115,500	12.9%
Property Manager IV (>1,000,000 sq.ft.)	\$92,900	\$114,300	\$141,800	14.1%
Assistant Property Manager	\$56,500	\$63,900	\$72,900	8.1%
Senior Facility Manager	\$91,300	\$112,500	\$137,400	13.4%
Operations Analyst	\$60,800	\$82,600	\$97,100	12.8%
Operations Director/Manager	\$91,400	\$108,500	\$128,300	14.5%
Regional/Portfolio Maintenance Engineer	\$101,200	\$113,500	\$133,300	13.8%
Building Engineer/Chief Engineer	\$64,800	\$75,000	\$94,400	7.2%
Maintenance Supervisor/Lead Engineer	\$70,700	\$82,100	\$100,600	8.8%
Maintenance Engineer/Technician II (mid-level)	\$49,900	\$59,500	\$69,300	6.0%
Maintenance Engineer/Technician I (entry-level)	\$42,100	\$50,400	\$57,300	5.1%
Leasing				
Top Leasing Executive	\$154,300	\$218,800	\$297,800	108.3%
Senior Leasing Executive	\$93,400	\$146,700	\$201,900	86.7%
Leasing Manager	\$76,800	\$112,400	\$154,100	101.5%
Typical Leasing Agent/Representative	\$55,900	\$71,100	\$101,600	54.5%
Regional Marketing Director/Manager	\$89,500	\$98,300	\$137,600	17.7%
Development/Construction				
Top Development Executive	\$227,400	\$291,400	\$395,100	75.9%
Vice President/Director Development	\$185,700	\$216,300	\$260,700	43.5%
Senior Development Manager	\$154,400	\$183,000	\$217,100	31.8%
Development Manager	\$118,100	\$137,200	\$174,500	22.7%
Senior Project Manager	\$121,900	\$147,700	\$173,400	19.3%
Project Manager	\$92,400	\$108,100	\$134,300	17.2%
Project Analyst	\$68,000	\$81,500	\$107,800	12.7%
Project Administrator	\$59,900	\$69,800	\$81,200	10.9%
Top Construction Executive	\$165,700	\$216,700	\$281,000	56.0%
Construction Manager	\$110,200	\$134,400	\$169,900	22.8%
Construction On-Site Manager	\$93,100	\$107,400	\$125,400	12.7%
Residential Positions				
Senior Executive				
Top Division Executive	\$240,400	\$347,300	\$456,800	91.0%
Top Regional Executive	\$203,600	\$252,500	\$340,700	49.6%
Acquisitions				
Top Acquisitions Executive	\$179,700	\$233,400	\$318,700	119.7%
Acquisitions Director/Manager	\$130,200	\$165,300	\$219,700	49.9%
Acquisitions Associate	\$75,900	\$99,600	\$123,400	21.9%

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Position	Base Salary Range ⁽¹⁾			Actual Bonus As % of Salary
	Low	Median	High	Average
Residential Positions				
Asset Management				
Top Asset Management Executive	\$179,900	\$250,900	\$306,300	82.2%
Senior Asset Management Executive	\$146,500	\$174,300	\$257,500	38.4%
Portfolio Manager	\$108,800	\$125,800	\$150,300	23.9%
Senior Asset Manager	\$111,000	\$123,500	\$154,800	27.7%
Asset Manager	\$80,300	\$97,200	\$118,100	19.0%
Property Management				
Top Property Mgmt. Executive	\$206,400	\$282,700	\$375,700	78.9%
Vice President Property Management	\$148,900	\$188,100	\$242,800	32.1%
Regional Property Manager	\$102,800	\$122,800	\$145,400	19.7%
Senior Property Manager	\$70,500	\$87,700	\$107,400	18.2%
On-Site Community Mgr. I (<150 units)	\$43,700	\$51,900	\$60,900	15.6%
On-Site Community Mgr. II (150-300 units)	\$54,600	\$64,000	\$73,900	17.0%
On-Site Community Mgr. III (301-450 units)	\$62,700	\$73,100	\$82,800	17.2%
On-Site Community Mgr. IV (>450 units)	\$72,600	\$80,000	\$95,200	18.5%
Assistant Property Manager	\$38,600	\$44,300	\$52,500	13.3%
On-Site Administrator	\$34,500	\$46,200	\$56,500	9.2%
Resident Services Manager	\$41,600	\$55,400	\$72,000	10.0%
Concierge	\$34,500	\$40,500	\$49,600	8.1%
Operations Analyst	\$59,000	\$81,900	\$100,100	8.6%
Operations Director/Manager	\$69,700	\$97,100	\$140,700	17.4%
Regional/Portfolio Maintenance Engineer	\$77,700	\$97,800	\$112,900	11.7%
Maintenance Supervisor/Lead Engineer	\$50,100	\$57,100	\$67,000	9.7%
Maintenance Engineer/Technician II (mid-level)	\$39,000	\$45,000	\$51,800	6.1%
Maintenance Engineer/Technician I (entry-level)	\$35,300	\$40,800	\$45,400	6.9%
Make Ready Maintenance Tech	\$32,000	\$36,700	\$42,700	4.8%
Groundskeeper/Porter	\$26,800	\$29,700	\$33,700	4.8%
Housekeeper/Custodian/Janitorial	\$27,000	\$30,000	\$34,600	5.1%
Leasing				
Senior Leasing Executive	\$70,700	\$104,200	\$133,400	60.6%
Leasing Manager	\$41,200	\$46,700	\$60,200	26.9%
Typical Leasing Agent/Representative	\$30,900	\$35,400	\$41,400	20.3%
Regional Marketing Director/Manager	\$80,800	\$93,600	\$111,700	17.8%
Development/Construction				
Top Development Executive	\$215,600	\$284,700	\$373,800	103.0%
Vice President/Director Development	\$170,100	\$198,300	\$268,800	45.9%
Senior Development Manager	\$145,000	\$172,600	\$201,700	30.2%
Development Manager	\$113,700	\$131,000	\$189,900	22.2%
Senior Project Manager	\$121,600	\$147,200	\$195,700	21.4%
Project Manager	\$92,300	\$120,500	\$143,600	20.4%
Project Analyst	\$75,400	\$84,100	\$90,800	20.8%
Project Administrator	\$55,700	\$64,300	\$73,000	11.9%
Top Land Engineering Executive	\$130,000	\$165,000	\$182,000	15.2%
Top Construction Executive	\$159,400	\$222,000	\$279,400	54.6%
Construction Manager	\$95,100	\$114,400	\$154,700	18.2%
Construction On-Site Manager	\$82,100	\$107,000	\$124,700	19.0%
Retail Positions				
Senior Executive				
Top Division Executive	\$257,600	\$369,000	\$488,300	121.2%
Top Regional Executive	\$247,000	\$317,200	\$411,900	112.8%
Acquisitions				
Top Acquisitions Executive	\$203,200	\$266,300	\$356,000	79.6%
Acquisitions Director/Manager	\$132,600	\$169,000	\$202,000	38.7%
Acquisitions Associate	\$89,900	\$107,600	\$131,500	27.2%
Asset Management				
Top Asset Management Executive	\$217,600	\$270,600	\$380,900	62.0%
Senior Asset Management Executive	\$175,800	\$243,800	\$309,800	55.2%

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Retail Positions				
Portfolio Manager	\$108,700	\$134,800	\$171,700	23.2%
Senior Asset Manager	\$124,400	\$165,400	\$210,500	27.2%
Asset Manager	\$96,800	\$123,400	\$152,300	23.9%
Property Management				
Top Property Management Executive	\$175,900	\$219,200	\$280,400	46.8%
Vice President Property Management	\$149,100	\$196,000	\$234,600	36.3%
Regional Property Manager	\$118,900	\$149,200	\$183,600	23.8%
Senior Property Manager	\$105,200	\$128,400	\$153,100	17.3%
Property Manager I (<150,000 sq.ft.)	\$70,600	\$90,400	\$111,300	13.9%
Property Manager II (150,000-300,000 sq.ft.)	\$79,300	\$92,800	\$110,000	11.0%
Property Manager III (301,000-500,000 sq.ft.)	\$84,500	\$103,900	\$121,000	13.8%
Property Manager IV (>500,000 sq.ft.)	\$86,700	\$109,500	\$141,600	15.6%
Assistant Property Manager	\$58,300	\$68,000	\$79,200	10.2%
Senior Facility Manager	\$101,000	\$119,100	\$140,000	13.3%
Operations Analyst	\$61,100	\$85,500	\$102,300	9.0%
Operations Director/Manager	\$92,800	\$114,500	\$145,700	14.9%
Regional/Portfolio Maintenance Engineer	\$106,900	\$122,400	\$141,700	13.1%
Building Engineer/Chief Engineer	\$70,300	\$77,600	\$96,700	7.6%
Maintenance Supervisor/Lead Engineer	\$69,200	\$86,800	\$104,800	9.6%
Maintenance Engineer/Technician II (mid-level)	\$52,100	\$61,700	\$72,400	6.1%
Maintenance Engineer/Technician I (entry-level)	\$42,900	\$49,000	\$58,400	5.6%
Leasing				
Top Leasing Executive	\$156,200	\$235,600	\$333,500	96.3%
Senior Leasing Executive	\$121,100	\$191,000	\$251,700	82.1%
Leasing Manager	\$96,800	\$123,400	\$166,300	51.0%
Typical Leasing Agent/Representative	\$62,900	\$80,600	\$122,500	59.7%
Regional Marketing Director/Manager	\$79,100	\$103,800	\$132,100	15.1%
Development/Construction				
Top Development Executive	\$222,000	\$289,600	\$407,900	70.4%
Vice President/Director Development	\$184,800	\$225,000	\$271,400	49.2%
Senior Development Manager	\$158,100	\$188,600	\$228,500	36.8%
Development Manager	\$128,900	\$158,500	\$203,400	27.5%
Senior Project Manager	\$129,900	\$159,900	\$185,600	22.7%
Project Manager	\$98,000	\$113,700	\$138,900	15.7%
Project Analyst	\$78,100	\$86,300	\$116,100	15.1%
Project Administrator	\$66,800	\$76,500	\$90,200	14.2%
Top Construction Executive	\$170,100	\$238,300	\$313,100	48.6%
Construction Manager	\$120,400	\$157,200	\$187,600	25.6%
Construction On-Site Manager	\$88,000	\$108,100	\$142,900	11.4%
Investment/Fund Mgt./Advisors Positions				
Portfolio Management				
Top Portfolio Management Executive	\$209,400	\$225,000	\$300,000	60.8%
Investment Management Associate	\$84,100	\$100,000	\$130,600	27.7%
Top Asset Management Executive	\$232,900	\$283,400	\$369,900	56.2%
Senior Asset Management Executive	\$160,000	\$192,700	\$243,600	35.7%
Director/Manager Portfolio Management	\$117,600	\$144,600	\$170,100	28.2%
Senior Asset Manager	\$131,000	\$177,200	\$213,100	41.5%
Asset Manager	\$106,200	\$131,400	\$166,100	28.0%
Portfolio Management				
Top Transactions Executive	\$227,900	\$268,700	\$308,800	86.1%
Senior Transactions Manager	\$138,900	\$173,200	\$218,700	45.3%
Investment/Transactions Associate	\$77,900	\$97,200	\$119,200	36.2%
Top Acquisitions Executive	\$185,000	\$220,000	\$262,500	48.3%
Acquisitions Director/Manager	\$122,600	\$139,800	\$185,400	26.1%
Research Associate	\$57,400	\$71,400	\$87,300	9.7%
Client Marketing Executive	\$215,800	\$247,500	\$270,000	57.7%

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