

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)	\$263,200	\$360,500	\$585,100	170.3%
Chief Executive Officer	\$356,300	\$599,300	\$791,300	169.0%
President	\$223,100	\$337,800	\$477,800	120.8%
Chief Operating Officer	\$260,000	\$362,000	\$480,000	109.7%
Chief Investment Officer	\$267,600	\$344,300	\$437,100	108.5%
Chief Financial Officer (CFO)	\$230,900	\$337,400	\$455,000	99.2%
Chief Accounting Officer	\$195,400	\$256,400	\$298,200	58.8%
Chief Administrative Officer	\$202,000	\$252,200	\$343,000	76.1%
Executive				
Top Capital Markets Executive	\$191,100	\$259,500	\$331,100	80.3%
General Counsel	\$223,300	\$305,400	\$383,500	84.6%
Top Marketing Executive	\$130,300	\$176,700	\$233,900	34.7%
Top IT Executive/Director	\$130,500	\$167,500	\$205,400	27.8%
Top Corp. Comm./Investor Relations Exec.	\$111,600	\$158,800	\$201,700	31.9%
Top Research Executive/Director	\$122,600	\$173,900	\$243,900	39.9%
Top Business Development Executive	\$165,500	\$232,000	\$296,900	49.9%
Regional Business Development Officer	\$141,000	\$193,200	\$231,700	60.1%
Top Human Resources Executive	\$111,900	\$145,200	\$207,700	36.1%
Corporate				
Human Resources Manager	\$75,700	\$94,500	\$113,500	16.9%
Compensation/Benefits Manager	\$78,600	\$96,500	\$119,400	15.7%
Human Resources Generalist	\$56,000	\$65,000	\$78,000	9.6%
Payroll/Benefits Specialist	\$53,400	\$63,600	\$75,000	8.7%
Associate General Counsel	\$161,100	\$195,700	\$214,500	25.6%
Paralegal	\$66,600	\$78,900	\$96,000	9.9%
Marketing Manager	\$69,600	\$81,300	\$97,000	12.5%
IT Manager	\$91,700	\$114,100	\$131,100	13.8%
IT Engineer/Analyst	\$67,800	\$80,400	\$100,300	10.4%
Network Administrator	\$63,400	\$78,400	\$94,000	9.1%
Training Director/Manager	\$77,400	\$99,100	\$116,000	14.1%
Lease Administrator	\$52,500	\$62,400	\$75,000	10.5%
Office Manager	\$52,300	\$63,100	\$76,200	10.1%
Executive Administrative Asst.	\$58,800	\$67,300	\$78,000	9.4%
Administrative Assistant	\$43,600	\$49,500	\$56,500	6.3%
Finance/Accounting				
Vice President/Director Finance	\$116,300	\$159,000	\$195,800	31.8%
Treasurer	\$100,200	\$151,800	\$199,400	28.7%
Top Risk Management Executive	\$102,400	\$140,000	\$187,600	21.7%
Director Internal Audit	\$111,000	\$136,800	\$168,500	20.9%
Compliance Director/Manager	\$74,200	\$97,000	\$136,800	13.9%
Senior Controller	\$143,900	\$171,700	\$200,300	26.4%
Controller	\$106,500	\$132,600	\$161,700	18.5%
Assistant Controller	\$88,000	\$106,000	\$120,400	16.9%
Accounting Director/Manager	\$85,700	\$98,700	\$119,300	15.3%
AP/AR Manager	\$57,400	\$75,000	\$86,800	10.0%
Accounting Supervisor	\$62,200	\$75,900	\$91,600	11.3%
Senior Accountant	\$68,600	\$75,700	\$85,000	8.2%
Accountant	\$51,600	\$60,400	\$67,100	7.4%
Accounting Clerk	\$41,200	\$46,500	\$54,200	5.1%
Property Accountant - Senior	\$63,500	\$73,700	\$87,700	8.8%
Property Accountant	\$50,300	\$57,600	\$67,800	6.4%
Senior Financial Analyst	\$86,300	\$99,900	\$117,000	15.8%
Financial Analyst	\$62,900	\$76,500	\$88,100	11.6%
Vice President/Director Tax	\$120,800	\$154,800	\$190,200	21.7%

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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	\$217,800	\$300,700	\$399,000	99.1%
Top Regional Executive	\$202,300	\$273,600	\$330,500	99.7%
Acquisitions				
Top Acquisitions Executive	\$184,100	\$242,800	\$293,700	53.8%
Acquisitions Director/Manager	\$121,900	\$154,000	\$187,000	43.9%
Acquisitions Associate	\$80,700	\$101,600	\$121,300	27.1%
Asset Management				
Top Asset Management Executive	\$203,600	\$245,800	\$317,200	53.7%
Senior Asset Management Executive	\$155,300	\$181,000	\$228,400	34.2%
Portfolio Manager	\$99,300	\$124,000	\$144,400	24.1%
Senior Asset Manager	\$108,100	\$148,000	\$173,300	25.8%
Asset Manager	\$89,400	\$114,400	\$140,100	21.7%
Property Management				
Top Property Management Executive	\$156,000	\$204,300	\$266,300	49.4%
Vice President Property Management	\$140,800	\$174,000	\$221,300	24.8%
Regional Property Manager	\$109,600	\$144,200	\$172,700	25.6%
Senior Property Manager	\$96,600	\$110,900	\$127,400	16.1%
Property Manager I (<250,000 sq.ft.)	\$63,400	\$80,500	\$93,500	11.1%
Property Manager II (250,000-500,000 sq.ft.)	\$71,100	\$81,400	\$93,500	9.8%
Property Manager III (500,001-1,000,000 sq.ft.)	\$79,300	\$90,600	\$103,300	12.3%
Property Manager IV (>1,000,000 sq.ft.)	\$86,700	\$104,900	\$126,300	13.4%
Assistant Property Manager	\$52,600	\$58,500	\$65,100	7.7%
Senior Facility Manager	\$85,200	\$103,200	\$123,000	12.7%
Operations Analyst	\$76,600	\$81,900	\$92,000	10.0%
Operations Director/Manager	\$85,400	\$99,600	\$114,600	13.9%
Regional/Portfolio Maintenance Engineer	\$94,500	\$104,100	\$119,100	13.1%
Building Engineer/Chief Engineer	\$60,400	\$68,900	\$84,200	6.9%
Maintenance Supervisor/Lead Engineer	\$66,000	\$75,400	\$89,600	8.4%
Maintenance Engineer/Technician II (mid-level)	\$46,600	\$54,700	\$61,900	5.7%
Maintenance Engineer/Technician I (entry-level)	\$39,300	\$46,300	\$51,200	4.9%
Leasing				
Top Leasing Executive	\$143,500	\$200,600	\$265,800	101.9%
Senior Leasing Executive	\$86,800	\$134,500	\$180,700	111.5%
Leasing Manager	\$71,400	\$103,500	\$137,400	96.1%
Typical Leasing Agent/Representative	\$52,000	\$65,200	\$90,800	51.3%
Regional Marketing Director/Manager	\$83,600	\$90,100	\$123,400	16.1%
Development/Construction				
Top Development Executive	\$207,700	\$264,200	\$349,500	70.5%
Vice President/Director Development	\$169,400	\$195,400	\$230,100	40.6%
Senior Development Manager	\$141,000	\$165,500	\$192,500	29.5%
Development Manager	\$107,700	\$123,900	\$153,900	21.2%
Senior Project Manager	\$111,200	\$133,700	\$153,100	17.9%
Project Manager	\$84,100	\$97,500	\$118,500	16.0%
Project Analyst	\$62,100	\$73,900	\$95,200	11.8%
Project Administrator	\$54,600	\$63,100	\$71,700	10.1%
Top Construction Executive	\$151,400	\$196,000	\$248,500	52.2%
Construction Manager	\$100,500	\$121,800	\$150,500	21.1%
Construction On-Site Manager	\$84,900	\$96,900	\$110,500	11.7%
Residential Positions				
Senior Executive				
Top Division Executive	\$212,900	\$304,900	\$393,700	84.7%
Top Regional Executive	\$180,900	\$223,000	\$292,700	46.3%
Acquisitions				
Top Acquisitions Executive	\$164,700	\$210,800	\$278,800	115.0%
Acquisitions Director/Manager	\$119,400	\$148,900	\$192,300	45.8%
Acquisitions Associate	\$69,700	\$89,800	\$107,600	20.2%

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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	\$165,800	\$226,200	\$267,800	75.0%
Senior Asset Management Executive	\$134,600	\$157,000	\$225,700	35.3%
Portfolio Manager	\$100,300	\$113,600	\$131,300	22.0%
Senior Asset Manager	\$102,000	\$111,500	\$135,700	25.4%
Asset Manager	\$73,900	\$87,400	\$103,500	17.4%
Property Management				
Top Property Mgmt. Executive	\$189,900	\$255,300	\$331,800	73.8%
Vice President Property Management	\$136,600	\$170,500	\$215,000	30.3%
Regional Property Manager	\$94,200	\$111,100	\$128,400	18.6%
Senior Property Manager	\$68,000	\$79,400	\$95,300	17.1%
On-Site Community Mgr. I (<150 units)	\$40,100	\$47,000	\$53,900	14.8%
On-Site Community Mgr. II (150-300 units)	\$50,100	\$58,100	\$65,600	16.0%
On-Site Community Mgr. III (301-450 units)	\$57,700	\$66,100	\$73,200	16.2%
On-Site Community Mgr. IV (>450 units)	\$66,700	\$72,300	\$83,900	17.4%
Assistant Property Manager	\$35,500	\$40,100	\$46,500	12.6%
On-Site Administrator	\$33,800	\$41,900	\$50,100	8.7%
Resident Services Manager	\$38,200	\$50,300	\$63,800	9.4%
Concierge	\$31,700	\$36,800	\$44,000	7.6%
Operations Analyst	\$54,200	\$74,000	\$88,400	6.8%
Operations Director/Manager	\$63,900	\$87,900	\$124,500	15.8%
Regional/Portfolio Maintenance Engineer	\$71,500	\$88,800	\$99,800	11.0%
Maintenance Supervisor/Lead Engineer	\$46,000	\$51,600	\$59,200	9.1%
Maintenance Engineer/Technician II (mid-level)	\$35,900	\$40,700	\$45,900	5.7%
Maintenance Engineer/Technician I (entry-level)	\$32,400	\$36,900	\$40,000	6.5%
Make Ready Maintenance Tech	\$29,500	\$33,200	\$37,800	4.5%
Groundskeeper/Porter	\$24,800	\$26,900	\$29,700	4.5%
Housekeeper/Custodian/Janitorial	\$24,800	\$27,200	\$30,600	4.8%
Leasing				
Senior Leasing Executive	\$64,800	\$94,400	\$117,700	63.1%
Leasing Manager	\$37,800	\$42,400	\$52,900	25.6%
Typical Leasing Agent/Representative	\$28,400	\$32,000	\$36,400	19.4%
Regional Marketing Director/Manager	\$73,800	\$85,000	\$98,900	16.9%
Development/Construction				
Top Development Executive	\$197,900	\$258,600	\$332,000	94.4%
Vice President/Director Development	\$156,300	\$180,600	\$238,700	41.8%
Senior Development Manager	\$132,900	\$156,200	\$178,100	27.6%
Development Manager	\$104,600	\$118,700	\$168,500	22.5%
Senior Project Manager	\$111,500	\$133,400	\$173,200	19.5%
Project Manager	\$84,700	\$109,600	\$127,900	18.6%
Project Analyst	\$69,200	\$76,200	\$80,400	19.0%
Project Administrator	\$51,200	\$58,200	\$64,900	10.8%
Top Land Engineering Executive	\$152,400	\$163,900	\$211,000	35.3%
Top Construction Executive	\$146,400	\$189,200	\$246,600	49.7%
Construction Manager	\$87,300	\$103,900	\$137,300	16.6%
Construction On-Site Manager	\$75,400	\$96,900	\$110,000	17.7%
Retail Positions				
Senior Executive				
Top Division Executive	\$232,500	\$328,400	\$427,100	112.7%
Top Regional Executive	\$223,100	\$283,300	\$361,400	104.4%
Acquisitions				
Top Acquisitions Executive	\$188,600	\$243,800	\$316,300	73.0%
Acquisitions Director/Manager	\$123,100	\$154,600	\$179,100	35.5%
Acquisitions Associate	\$83,700	\$98,400	\$116,600	24.9%
Asset Management				
Top Asset Management Executive	\$201,400	\$245,900	\$335,600	60.1%
Senior Asset Management Executive	\$162,500	\$222,000	\$273,700	51.9%

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Retail Positions				
Portfolio Manager	\$100,700	\$122,700	\$151,800	21.7%
Senior Asset Manager	\$115,200	\$150,700	\$186,700	25.5%
Asset Manager	\$89,800	\$112,700	\$136,500	22.2%
Property Management				
Top Property Management Executive	\$162,700	\$200,000	\$250,300	44.6%
Vice President Property Management	\$138,000	\$178,400	\$208,600	34.7%
Regional Property Manager	\$110,100	\$136,100	\$163,400	22.7%
Senior Property Manager	\$97,500	\$117,000	\$136,800	16.5%
Property Manager I (<150,000 sq.ft.)	\$65,300	\$82,300	\$99,500	13.3%
Property Manager II (150,000-300,000 sq.ft.)	\$73,100	\$84,300	\$98,300	10.5%
Property Manager III (301,000-500,000 sq.ft.)	\$78,200	\$95,000	\$108,000	13.3%
Property Manager IV (>500,000 sq.ft.)	\$80,300	\$99,600	\$126,200	13.9%
Assistant Property Manager	\$53,900	\$60,900	\$70,500	9.7%
Senior Facility Manager	\$93,300	\$108,600	\$124,400	12.7%
Operations Analyst	\$90,300	\$102,500	\$129,000	6.6%
Operations Director/Manager	\$85,900	\$104,500	\$130,200	12.9%
Regional/Portfolio Maintenance Engineer	\$98,700	\$111,500	\$126,200	12.5%
Building Engineer/Chief Engineer	\$65,100	\$70,600	\$86,300	7.3%
Maintenance Supervisor/Lead Engineer	\$64,200	\$79,500	\$93,400	9.1%
Maintenance Engineer/Technician II (mid-level)	\$48,200	\$56,300	\$64,500	5.9%
Maintenance Engineer/Technician I (entry-level)	\$39,800	\$44,600	\$51,900	5.3%
Leasing				
Top Leasing Executive	\$159,000	\$215,000	\$288,000	89.5%
Senior Leasing Executive	\$112,000	\$174,800	\$225,600	78.2%
Leasing Manager	\$89,500	\$113,000	\$148,900	48.5%
Typical Leasing Agent/Representative	\$58,400	\$73,800	\$109,300	56.8%
Regional Marketing Director/Manager	\$83,600	\$97,700	\$109,600	20.7%
Development/Construction				
Top Development Executive	\$201,000	\$261,900	\$359,600	65.0%
Vice President/Director Development	\$167,400	\$203,000	\$239,600	45.9%
Senior Development Manager	\$143,700	\$169,500	\$200,800	34.4%
Development Manager	\$117,100	\$142,600	\$179,400	25.5%
Senior Project Manager	\$118,000	\$143,800	\$163,200	21.1%
Project Manager	\$88,800	\$102,600	\$122,600	14.6%
Project Analyst	\$70,700	\$77,500	\$102,300	14.1%
Project Administrator	\$60,600	\$68,900	\$79,400	13.2%
Top Construction Executive	\$154,400	\$214,700	\$275,700	45.4%
Construction Manager	\$109,800	\$141,600	\$165,100	23.8%
Construction On-Site Manager	\$80,000	\$97,500	\$125,600	10.6%
Investment/Fund Mgt./Advisors Positions				
Asset Management				
Top Asset Management Executive	\$208,400	\$250,400	\$319,400	58.9%
Senior Asset Management Executive	\$152,900	\$198,900	\$240,800	41.8%
Director/Manager Portfolio Management	\$115,800	\$143,700	\$165,900	30.1%
Senior Asset Manager	\$117,300	\$156,500	\$184,600	38.2%
Asset Manager	\$95,000	\$116,700	\$143,900	25.9%
Portfolio Management				
Top Portfolio Management Executive	\$176,600	\$255,400	\$334,800	52.9%
Investment Management Associate	\$83,900	\$101,200	\$121,600	24.3%
Top Transactions Executive	\$212,600	\$246,100	\$273,100	81.0%
Senior Transactions Manager	\$129,200	\$158,500	\$193,600	41.5%
Investment/Transactions Associate	\$93,600	\$106,600	\$131,000	27.4%
Top Acquisitions Executive	\$189,200	\$240,700	\$297,900	59.2%
Acquisitions Director/Manager	\$140,200	\$153,800	\$179,000	50.7%
Research Associate	\$55,400	\$70,500	\$88,800	20.7%
Client Marketing Executive	\$189,200	\$213,400	\$247,400	62.0%

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