

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)	\$321,700	\$446,800	\$742,200	101.9%
Chief Executive Officer	\$434,500	\$733,800	\$988,100	188.1%
President	\$273,600	\$417,700	\$607,300	134.2%
Chief Operating Officer	\$315,300	\$445,400	\$602,100	121.9%
Chief Investment Officer	\$326,800	\$421,100	\$552,600	122.8%
Chief Financial Officer (CFO)	\$282,900	\$416,600	\$573,800	112.8%
Chief Accounting Officer	\$239,000	\$317,500	\$377,700	65.2%
Chief Administrative Officer	\$247,300	\$309,500	\$431,000	85.3%
Executive				
Top Capital Markets Executive	\$221,500	\$307,400	\$413,100	89.5%
General Counsel	\$257,200	\$360,000	\$473,800	91.0%
Top Marketing Executive	\$150,000	\$207,600	\$289,800	39.1%
Top IT Executive/Director	\$150,900	\$197,700	\$253,800	31.9%
Top Corp. Comm./Investor Relations Exec.	\$129,300	\$187,600	\$250,400	35.5%
Top Research Executive/Director	\$142,800	\$206,000	\$298,200	45.0%
Top Business Development Executive	\$191,600	\$272,200	\$365,800	55.1%
Regional Business Development Officer	\$164,000	\$229,400	\$288,400	50.5%
Top Human Resources Executive	\$129,500	\$171,800	\$258,500	42.5%
Corporate				
Human Resources Manager	\$90,900	\$111,600	\$139,700	17.7%
Compensation/Benefits Manager	\$91,700	\$113,700	\$146,600	16.1%
Human Resources Generalist	\$65,600	\$76,900	\$96,000	9.8%
Payroll/Benefits Manager	\$62,200	\$75,100	\$92,700	10.5%
Associate General Counsel	\$187,800	\$230,300	\$262,000	25.1%
Paralegal	\$77,700	\$93,500	\$119,000	10.4%
Marketing Manager	\$81,500	\$95,500	\$119,000	12.9%
IT Manager	\$107,000	\$135,400	\$162,500	14.4%
IT Engineer/Analyst	\$79,400	\$94,900	\$123,300	10.6%
Network Administrator	\$74,000	\$92,900	\$115,400	9.3%
Training Director/Manager	\$90,400	\$118,100	\$144,400	14.5%
Lease Administrator	\$61,200	\$73,300	\$91,900	10.7%
Office Manager	\$61,000	\$74,900	\$94,000	10.3%
Executive Administrative Asst.	\$68,500	\$80,100	\$97,000	9.6%
Administrative Assistant	\$51,000	\$58,500	\$69,300	6.5%
Finance/Accounting				
Vice President/Director Finance	\$133,700	\$184,800	\$237,300	33.4%
Treasurer	\$115,200	\$176,900	\$240,000	30.3%
Top Risk Management Executive	\$117,600	\$162,400	\$227,400	22.4%
Director Internal Audit	\$126,800	\$158,500	\$203,900	20.9%
Compliance Director/Manager	\$85,400	\$113,500	\$165,200	16.0%
Senior Controller	\$165,400	\$198,700	\$242,300	27.8%
Controller	\$122,000	\$154,200	\$196,200	18.4%
Assistant Controller	\$101,100	\$123,600	\$146,200	18.0%
Accounting Director/Manager	\$98,000	\$115,100	\$145,400	16.3%
AP/AR Manager	\$66,100	\$87,300	\$105,800	10.5%
Accounting Supervisor	\$71,300	\$87,600	\$110,600	11.8%
Senior Accountant	\$78,900	\$88,100	\$102,900	9.2%
Accountant	\$59,100	\$69,900	\$81,500	7.9%
Accounting Clerk	\$47,500	\$54,000	\$65,500	6.6%
Property Accountant - Senior	\$73,400	\$85,500	\$105,800	9.3%
Property Accountant	\$57,800	\$66,800	\$81,700	6.8%
Senior Financial Analyst	\$99,700	\$115,900	\$141,200	16.4%
Financial Analyst	\$72,300	\$88,600	\$106,900	12.1%
Vice President/Director Tax	\$139,100	\$180,400	\$232,200	27.6%

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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	\$261,800	\$366,100	\$499,900	106.8%
Top Regional Executive	\$244,500	\$335,700	\$411,600	108.1%
Acquisitions				
Top Acquisitions Executive	\$202,900	\$277,300	\$355,100	59.3%
Acquisitions Director/Manager	\$134,900	\$176,400	\$226,200	48.8%
Acquisitions Associate	\$88,800	\$115,500	\$147,100	30.2%
Asset Management				
Top Asset Management Executive	\$231,900	\$289,900	\$392,500	59.9%
Senior Asset Management Executive	\$185,700	\$224,800	\$298,800	35.9%
Portfolio Manager	\$112,300	\$146,500	\$178,600	26.8%
Senior Asset Manager	\$123,300	\$176,200	\$216,300	28.9%
Asset Manager	\$101,800	\$135,400	\$175,600	26.7%
Property Management				
Top Property Management Executive	\$179,200	\$237,900	\$327,000	51.4%
Vice President Property Management	\$161,000	\$203,800	\$269,600	26.0%
Regional Property Manager	\$125,000	\$168,600	\$210,200	26.5%
Senior Property Manager	\$110,700	\$129,400	\$155,100	17.1%
Property Manager I (<250,000 sq.ft.)	\$72,200	\$94,200	\$113,600	11.8%
Property Manager II (250,000-500,000 sq.ft.)	\$66,700	\$94,400	\$113,900	10.3%
Property Manager III (500,001-1,000,000 sq.ft.)	\$90,500	\$105,500	\$124,900	12.9%
Property Manager IV (>1,000,000 sq.ft.)	\$98,500	\$122,200	\$153,700	14.0%
Assistant Property Manager	\$60,000	\$68,400	\$79,600	8.1%
Senior Facility Manager	\$97,200	\$120,700	\$149,200	13.4%
Operations Analyst	\$64,500	\$87,900	\$105,500	12.8%
Operations Director/Manager	\$96,900	\$115,500	\$139,000	14.5%
Regional/Portfolio Maintenance Engineer	\$107,400	\$120,800	\$144,000	13.8%
Building Engineer/Chief Engineer	\$68,600	\$80,000	\$102,300	7.4%
Maintenance Supervisor/Lead Engineer	\$75,000	\$88,100	\$109,900	8.8%
Maintenance Engineer/Technician II (mid-level)	\$53,100	\$63,400	\$75,600	6.0%
Maintenance Engineer/Technician I (entry-level)	\$45,000	\$53,600	\$61,900	5.1%
Leasing				
Top Leasing Executive	\$161,300	\$230,300	\$318,100	112.7%
Senior Leasing Executive	\$97,100	\$154,300	\$215,300	89.9%
Leasing Manager	\$79,800	\$117,500	\$163,800	104.4%
Typical Leasing Agent/Representative	\$58,200	\$74,800	\$108,500	56.4%
Regional Marketing Director/Manager	\$93,300	\$103,200	\$146,700	21.8%
Development/Construction				
Top Development Executive	\$240,800	\$308,500	\$421,800	76.6%
Vice President/Director Development	\$196,200	\$229,400	\$280,400	44.5%
Senior Development Manager	\$163,000	\$195,200	\$232,900	32.7%
Development Manager	\$124,800	\$145,700	\$188,200	23.0%
Senior Project Manager	\$129,200	\$156,900	\$185,700	19.6%
Project Manager	\$98,300	\$114,800	\$144,700	17.5%
Project Analyst	\$72,100	\$86,400	\$115,400	12.9%
Project Administrator	\$63,700	\$74,500	\$87,400	11.0%
Top Construction Executive	\$175,700	\$230,800	\$300,700	56.9%
Construction Manager	\$117,100	\$142,900	\$181,500	23.1%
Construction On-Site Manager	\$98,500	\$114,600	\$135,300	12.9%
Residential Positions				
Senior Executive				
Top Division Executive	\$259,800	\$374,700	\$499,000	89.8%
Top Regional Executive	\$220,200	\$273,900	\$372,800	48.5%
Acquisitions				
Top Acquisitions Executive	\$192,700	\$250,000	\$346,400	119.8%
Acquisitions Director/Manager	\$138,900	\$178,700	\$239,600	49.8%
Acquisitions Associate	\$81,200	\$106,700	\$134,600	22.1%

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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	\$191,500	\$271,300	\$337,000	82.1%
Senior Asset Management Executive	\$156,500	\$188,800	\$282,200	38.1%
Portfolio Manager	\$115,900	\$135,600	\$164,900	24.0%
Senior Asset Manager	\$118,100	\$133,500	\$169,500	23.3%
Asset Manager	\$85,400	\$105,600	\$130,100	18.9%
Property Management				
Top Property Mgmt. Executive	\$218,800	\$302,700	\$407,400	80.8%
Vice President Property Management	\$158,600	\$200,400	\$260,700	32.5%
Regional Property Manager	\$109,400	\$131,400	\$156,900	20.0%
Senior Property Manager	\$75,000	\$93,500	\$115,700	18.3%
On-Site Community Mgr. I (<150 units)	\$46,500	\$55,100	\$65,500	15.9%
On-Site Community Mgr. II (150-300 units)	\$58,000	\$68,300	\$79,300	17.2%
On-Site Community Mgr. III (301-450 units)	\$66,300	\$78,200	\$89,600	17.4%
On-Site Community Mgr. IV (>450 units)	\$77,100	\$85,100	\$103,100	18.6%
Assistant Property Manager	\$41,000	\$47,200	\$56,700	13.5%
On-Site Administrator	\$36,600	\$49,500	\$61,000	9.3%
Resident Services Manager	\$44,300	\$59,200	\$77,500	10.2%
Concierge	\$36,500	\$43,200	\$53,200	8.1%
Operations Analyst	\$62,500	\$87,800	\$108,600	9.4%
Operations Director/Manager	\$73,900	\$103,500	\$151,200	17.9%
Regional/Portfolio Maintenance Engineer	\$82,100	\$103,800	\$121,300	12.6%
Maintenance Supervisor/Lead Engineer	\$53,200	\$60,700	\$72,200	8.3%
Maintenance Engineer/Technician II (mid-level)	\$41,400	\$48,300	\$56,000	6.1%
Maintenance Engineer/Technician I (entry-level)	\$37,600	\$43,600	\$49,000	7.0%
Make Ready Maintenance Tech	\$33,900	\$39,200	\$46,100	5.4%
Groundskeeper/Porter	\$28,300	\$31,700	\$36,300	5.2%
Housekeeper/Custodian/Janitorial	\$28,700	\$32,000	\$37,300	6.0%
Leasing				
Senior Leasing Executive	\$74,600	\$110,700	\$142,600	61.6%
Leasing Manager	\$43,600	\$49,500	\$64,500	27.3%
Typical Leasing Agent/Representative	\$32,700	\$37,700	\$44,200	20.0%
Regional Marketing Director/Manager	\$85,600	\$99,000	\$119,000	18.3%
Development/Construction				
Top Development Executive	\$225,000	\$303,200	\$405,800	105.5%
Vice President/Director Development	\$177,200	\$210,700	\$289,200	47.2%
Senior Development Manager	\$151,400	\$183,500	\$219,800	31.1%
Development Manager	\$118,800	\$139,400	\$205,500	22.6%
Senior Project Manager	\$127,100	\$156,900	\$212,300	22.0%
Project Manager	\$96,700	\$127,900	\$154,400	20.8%
Project Analyst	\$78,900	\$89,200	\$98,600	21.4%
Project Administrator	\$58,000	\$68,600	\$79,100	12.3%
Top Land Engineering Executive	\$135,500	\$155,000	\$185,000	16.4%
Top Construction Executive	\$166,800	\$235,600	\$302,600	56.0%
Construction Manager	\$99,300	\$121,300	\$167,100	18.8%
Construction On-Site Manager	\$85,600	\$114,000	\$135,800	19.6%
Retail Positions				
Senior Executive				
Top Division Executive	\$268,400	\$392,000	\$530,500	121.2%
Top Regional Executive	\$258,700	\$337,100	\$446,700	112.3%
Acquisitions				
Top Acquisitions Executive	\$215,400	\$283,600	\$383,500	79.3%
Acquisitions Director/Manager	\$140,500	\$180,200	\$218,200	38.9%
Acquisitions Associate	\$95,300	\$115,100	\$142,500	23.5%
Asset Management				
Top Asset Management Executive	\$228,700	\$286,900	\$413,600	62.9%
Senior Asset Management Executive	\$185,400	\$257,700	\$333,700	55.5%

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Retail Positions				
Portfolio Manager	\$114,700	\$142,800	\$185,700	23.4%
Senior Asset Manager	\$130,600	\$175,300	\$226,300	27.7%
Asset Manager	\$101,300	\$131,500	\$165,600	24.1%
Property Management				
Top Property Management Executive	\$186,900	\$234,500	\$301,700	47.2%
Vice President Property Management	\$157,900	\$209,700	\$254,800	36.3%
Regional Property Manager	\$125,500	\$159,800	\$198,000	24.0%
Senior Property Manager	\$111,700	\$137,500	\$165,000	17.4%
Property Manager I (<150,000 sq.ft.)	\$74,800	\$97,200	\$120,600	13.8%
Property Manager II (150,000-300,000 sq.ft.)	\$84,100	\$99,600	\$119,200	11.1%
Property Manager III (301,000-500,000 sq.ft.)	\$89,600	\$110,700	\$130,700	13.7%
Property Manager IV (>500,000 sq.ft.)	\$91,900	\$117,100	\$153,300	15.7%
Assistant Property Manager	\$62,000	\$72,700	\$85,100	10.1%
Senior Facility Manager	\$107,100	\$127,100	\$151,000	14.7%
Operations Analyst	\$64,800	\$91,700	\$110,700	8.9%
Operations Director/Manager	\$98,400	\$122,600	\$157,200	16.8%
Regional/Portfolio Maintenance Engineer	\$113,700	\$131,700	\$153,700	17.3%
Building Engineer/Chief Engineer	\$74,300	\$83,300	\$104,800	7.5%
Maintenance Supervisor/Lead Engineer	\$73,200	\$92,800	\$112,900	9.6%
Maintenance Engineer/Technician II (mid-level)	\$55,300	\$65,900	\$78,400	6.2%
Maintenance Engineer/Technician I (entry-level)	\$45,500	\$52,400	\$62,900	5.6%
Leasing				
Top Leasing Executive	\$163,200	\$247,900	\$353,800	96.7%
Senior Leasing Executive	\$127,500	\$201,100	\$268,600	82.5%
Leasing Manager	\$101,900	\$130,300	\$177,500	51.5%
Typical Leasing Agent/Representative	\$65,900	\$85,000	\$130,500	60.8%
Regional Marketing Director/Manager	\$83,000	\$109,000	\$140,500	15.2%
Development/Construction				
Top Development Executive	\$237,300	\$309,200	\$436,600	70.3%
Vice President/Director Development	\$197,600	\$239,700	\$290,700	48.8%
Senior Development Manager	\$168,500	\$201,900	\$245,900	36.7%
Development Manager	\$136,900	\$168,900	\$218,500	27.5%
Senior Project Manager	\$138,700	\$171,400	\$199,400	22.6%
Project Manager	\$104,200	\$121,200	\$148,300	15.6%
Project Analyst	\$83,300	\$92,200	\$124,700	15.0%
Project Administrator	\$71,600	\$81,500	\$96,800	14.2%
Top Construction Executive	\$181,800	\$254,400	\$335,800	48.2%
Construction Manager	\$128,600	\$168,400	\$201,000	25.4%
Construction On-Site Manager	\$93,800	\$115,200	\$153,300	11.2%
Investment/Fund Mgt./Advisors Positions				
Portfolio Management				
Top Portfolio Management Executive	\$221,300	\$242,000	\$328,600	70.7%
Investment Management Associate	\$94,000	\$120,200	\$160,800	31.3%
Top Asset Management Executive	\$246,500	\$305,100	\$405,600	54.3%
Senior Asset Management Executive	\$169,900	\$208,800	\$268,200	50.2%
Director/Manager Portfolio Management	\$124,500	\$156,800	\$184,500	33.8%
Senior Asset Manager	\$138,600	\$190,800	\$234,000	41.9%
Asset Manager	\$113,000	\$141,800	\$181,000	27.8%
Portfolio Management				
Top Transactions Executive	\$240,700	\$287,300	\$340,200	87.4%
Senior Transactions Manager	\$134,300	\$171,300	\$210,500	46.0%
Investment/Transactions Associate	\$82,500	\$104,800	\$131,300	30.0%
Top Acquisitions Executive	\$196,900	\$235,700	\$276,300	53.3%
Acquisitions Director/Manager	\$122,700	\$181,700	\$211,200	86.4%
Research Associate	\$62,600	\$76,900	\$95,900	14.8%
Client Marketing Executive	\$150,000	\$215,300	\$258,100	104.9%

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