

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)	\$279,700	\$384,200	\$629,600	178.2%
Chief Executive Officer	\$378,200	\$639,200	\$850,000	178.4%
President	\$236,600	\$361,100	\$513,200	126.4%
Chief Operating Officer	\$275,500	\$386,100	\$517,300	114.9%
Chief Investment Officer	\$284,100	\$367,500	\$471,000	114.0%
Chief Financial Officer (CFO)	\$245,700	\$359,600	\$489,900	104.2%
Chief Accounting Officer	\$207,400	\$273,400	\$320,800	61.5%
Chief Administrative Officer	\$214,800	\$269,400	\$369,100	79.7%
Executive				
Top Capital Markets Executive	\$201,500	\$274,000	\$354,000	83.7%
General Counsel	\$235,100	\$323,000	\$410,600	88.3%
Top Marketing Executive	\$136,900	\$186,800	\$250,400	36.3%
Top IT Executive/Director	\$137,500	\$177,200	\$219,900	29.1%
Top Corp. Comm./Investor Relations Exec.	\$117,500	\$167,800	\$215,900	33.3%
Top Research Executive/Director	\$130,100	\$184,600	\$259,200	41.8%
Top Business Development Executive	\$174,200	\$245,400	\$318,300	52.0%
Regional Business Development Officer	\$148,600	\$204,400	\$248,400	62.7%
Top Human Resources Executive	\$117,800	\$153,400	\$222,500	37.6%
Corporate				
Human Resources Manager	\$81,700	\$99,100	\$120,900	17.2%
Compensation/Benefits Manager	\$82,300	\$101,500	\$127,000	15.9%
Human Resources Generalist	\$58,700	\$68,500	\$83,100	9.7%
Payroll/Benefits Manager	\$56,000	\$66,900	\$79,900	8.8%
Associate General Counsel	\$168,800	\$206,100	\$228,000	25.9%
Paralegal	\$69,700	\$83,000	\$102,300	10.0%
Marketing Manager	\$72,900	\$85,600	\$103,300	12.7%
IT Manager	\$96,100	\$120,000	\$139,500	14.0%
IT Engineer/Analyst	\$71,100	\$84,600	\$106,800	10.5%
Network Administrator	\$66,500	\$82,700	\$100,000	9.2%
Training Director/Manager	\$81,100	\$104,300	\$123,600	14.3%
Lease Administrator	\$55,100	\$65,700	\$79,900	10.6%
Office Manager	\$54,900	\$66,500	\$81,300	10.2%
Executive Administrative Asst.	\$61,700	\$71,000	\$83,300	9.6%
Administrative Assistant	\$45,600	\$52,300	\$60,200	6.4%
Finance/Accounting				
Vice President/Director Finance	\$121,000	\$166,500	\$207,900	32.3%
Treasurer	\$104,500	\$159,300	\$211,500	29.1%
Top Risk Management Executive	\$106,900	\$146,800	\$199,100	21.6%
Director Internal Audit	\$115,700	\$143,400	\$178,600	21.2%
Compliance Director/Manager	\$77,400	\$101,700	\$145,000	14.1%
Senior Controller	\$150,000	\$180,300	\$212,600	26.8%
Controller	\$111,000	\$139,200	\$171,900	18.8%
Assistant Controller	\$91,700	\$111,100	\$127,900	17.2%
Accounting Director/Manager	\$89,300	\$103,500	\$126,800	15.6%
AP/AR Manager	\$59,800	\$78,700	\$92,200	10.1%
Accounting Supervisor	\$64,800	\$79,600	\$97,300	11.5%
Senior Accountant	\$71,600	\$79,400	\$90,200	8.3%
Accountant	\$53,800	\$63,300	\$71,300	7.5%
Accounting Clerk	\$43,000	\$48,900	\$57,600	5.2%
Property Accountant - Senior	\$66,200	\$77,300	\$93,200	9.0%
Property Accountant	\$52,500	\$60,400	\$72,100	6.5%
Senior Financial Analyst	\$90,000	\$104,800	\$124,200	16.0%
Financial Analyst	\$65,600	\$80,200	\$93,700	11.7%
Vice President/Director Tax	\$125,900	\$162,300	\$202,100	22.0%

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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	\$231,700	\$321,300	\$430,700	103.2%
Top Regional Executive	\$215,000	\$292,500	\$355,900	104.0%
Acquisitions				
Top Acquisitions Executive	\$191,900	\$255,300	\$313,600	56.6%
Acquisitions Director/Manager	\$127,000	\$161,900	\$200,200	46.2%
Acquisitions Associate	\$84,000	\$106,800	\$129,500	28.5%
Asset Management				
Top Asset Management Executive	\$212,200	\$258,400	\$339,200	56.3%
Senior Asset Management Executive	\$162,000	\$190,400	\$244,100	35.7%
Portfolio Manager	\$103,400	\$130,200	\$154,200	25.3%
Senior Asset Manager	\$112,600	\$155,700	\$185,300	27.0%
Asset Manager	\$93,200	\$120,100	\$149,900	22.8%
Property Management				
Top Property Management Executive	\$163,000	\$213,900	\$282,900	50.7%
Vice President Property Management	\$145,900	\$182,100	\$234,800	25.6%
Regional Property Manager	\$113,700	\$150,800	\$183,300	26.3%
Senior Property Manager	\$100,300	\$116,100	\$135,300	16.6%
Property Manager I (<250,000 sq.ft.)	\$65,800	\$84,200	\$99,300	11.5%
Property Manager II (250,000-500,000 sq.ft.)	\$60,900	\$85,200	\$99,200	10.1%
Property Manager III (500,001-1,000,000 sq.ft.)	\$82,200	\$94,700	\$109,700	12.7%
Property Manager IV (>1,000,000 sq.ft.)	\$90,000	\$109,800	\$134,200	13.8%
Assistant Property Manager	\$54,600	\$61,200	\$69,100	7.9%
Senior Facility Manager	\$88,400	\$107,900	\$130,600	13.1%
Operations Analyst	\$59,400	\$70,000	\$80,100	16.5%
Operations Director/Manager	\$88,500	\$104,300	\$121,600	14.3%
Regional/Portfolio Maintenance Engineer	\$97,900	\$109,000	\$126,500	13.5%
Building Engineer/Chief Engineer	\$62,800	\$72,100	\$89,500	7.1%
Maintenance Supervisor/Lead Engineer	\$68,500	\$78,800	\$95,100	8.7%
Maintenance Engineer/Technician II (mid-level)	\$48,300	\$57,200	\$65,700	5.9%
Maintenance Engineer/Technician I (entry-level)	\$40,700	\$48,400	\$54,400	5.1%
Leasing				
Top Leasing Executive	\$149,400	\$210,500	\$283,200	106.2%
Senior Leasing Executive	\$90,500	\$141,000	\$192,300	115.4%
Leasing Manager	\$74,500	\$108,300	\$146,600	99.7%
Typical Leasing Agent/Representative	\$54,200	\$68,400	\$96,700	53.4%
Regional Marketing Director/Manager	\$86,900	\$94,600	\$130,900	16.8%
Development/Construction				
Top Development Executive	\$218,000	\$278,400	\$372,800	73.8%
Vice President/Director Development	\$177,700	\$206,100	\$245,500	42.3%
Senior Development Manager	\$147,900	\$174,400	\$205,000	30.8%
Development Manager	\$113,000	\$130,600	\$164,300	22.2%
Senior Project Manager	\$116,700	\$141,000	\$163,400	18.8%
Project Manager	\$88,200	\$102,800	\$126,300	16.8%
Project Analyst	\$65,100	\$77,900	\$101,500	12.3%
Project Administrator	\$57,200	\$66,500	\$76,400	10.6%
Top Construction Executive	\$158,700	\$206,700	\$265,200	54.6%
Construction Manager	\$105,300	\$128,300	\$160,600	22.2%
Construction On-Site Manager	\$89,100	\$102,100	\$117,900	12.3%
Residential Positions				
Senior Executive				
Top Division Executive	\$226,600	\$326,100	\$425,000	88.7%
Top Regional Executive	\$191,900	\$237,400	\$315,400	48.5%
Acquisitions				
Top Acquisitions Executive	\$171,600	\$221,500	\$298,100	121.2%
Acquisitions Director/Manager	\$124,500	\$156,500	\$205,800	48.5%
Acquisitions Associate	\$72,600	\$94,500	\$115,100	21.2%

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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	\$172,800	\$237,800	\$286,500	79.0%
Senior Asset Management Executive	\$140,300	\$165,100	\$241,600	37.1%
Portfolio Manager	\$104,500	\$119,400	\$140,400	23.0%
Senior Asset Manager	\$106,300	\$117,200	\$145,100	26.6%
Asset Manager	\$77,000	\$91,900	\$110,700	18.3%
Property Management				
Top Property Mgmt. Executive	\$197,600	\$268,600	\$353,100	76.0%
Vice President Property Management	\$142,300	\$179,200	\$228,700	31.1%
Regional Property Manager	\$98,300	\$116,900	\$136,800	19.1%
Senior Property Manager	\$67,400	\$83,500	\$101,400	17.6%
On-Site Community Mgr. I (<150 units)	\$41,800	\$49,400	\$57,400	15.1%
On-Site Community Mgr. II (150-300 units)	\$52,200	\$61,000	\$69,800	16.4%
On-Site Community Mgr. III (301-450 units)	\$60,100	\$69,500	\$78,000	16.7%
On-Site Community Mgr. IV (>450 units)	\$69,600	\$76,000	\$89,400	17.9%
Assistant Property Manager	\$37,000	\$42,200	\$49,500	13.0%
On-Site Administrator	\$33,100	\$43,900	\$53,300	8.9%
Resident Services Manager	\$39,800	\$52,800	\$67,900	9.7%
Concierge	\$33,100	\$38,700	\$46,800	7.8%
Operations Analyst	\$56,500	\$77,800	\$94,100	7.0%
Operations Director/Manager	\$66,600	\$92,500	\$132,600	16.2%
Regional/Portfolio Maintenance Engineer	\$74,500	\$93,400	\$106,500	11.3%
Maintenance Supervisor/Lead Engineer	\$48,000	\$54,300	\$63,100	9.4%
Maintenance Engineer/Technician II (mid-level)	\$37,400	\$42,800	\$48,900	5.9%
Maintenance Engineer/Technician I (entry-level)	\$33,800	\$38,800	\$42,600	6.7%
Make Ready Maintenance Tech	\$30,700	\$34,900	\$40,200	4.6%
Groundskeeper/Porter	\$25,800	\$28,300	\$31,700	4.6%
Housekeeper/Custodian/Janitorial	\$25,800	\$28,600	\$32,600	4.9%
Leasing				
Senior Leasing Executive	\$67,500	\$99,000	\$125,300	59.5%
Leasing Manager	\$39,400	\$44,400	\$56,300	26.5%
Typical Leasing Agent/Representative	\$29,600	\$33,600	\$38,800	20.1%
Regional Marketing Director/Manager	\$77,000	\$89,100	\$105,000	17.5%
Development/Construction				
Top Development Executive	\$207,600	\$271,800	\$353,400	98.9%
Vice President/Director Development	\$164,000	\$189,900	\$254,600	43.8%
Senior Development Manager	\$139,500	\$164,700	\$190,300	28.8%
Development Manager	\$109,500	\$125,200	\$179,700	20.7%
Senior Project Manager	\$117,100	\$140,600	\$184,500	20.5%
Project Manager	\$88,900	\$115,500	\$136,100	19.6%
Project Analyst	\$72,600	\$80,300	\$85,600	19.9%
Project Administrator	\$53,600	\$61,400	\$69,100	11.3%
Top Land Engineering Executive	\$155,000	\$171,900	\$218,900	31.4%
Top Construction Executive	\$153,600	\$212,700	\$263,300	52.3%
Construction Manager	\$91,500	\$109,600	\$146,200	17.4%
Construction On-Site Manager	\$79,100	\$102,200	\$117,600	18.5%
Retail Positions				
Senior Executive				
Top Division Executive	\$246,900	\$350,800	\$460,000	118.1%
Top Regional Executive	\$236,200	\$301,700	\$388,200	109.6%
Acquisitions				
Top Acquisitions Executive	\$196,600	\$255,900	\$338,700	76.9%
Acquisitions Director/Manager	\$128,200	\$162,300	\$191,000	37.2%
Acquisitions Associate	\$87,100	\$103,300	\$124,800	26.2%
Asset Management				
Top Asset Management Executive	\$210,000	\$258,900	\$359,800	63.2%
Senior Asset Management Executive	\$169,600	\$233,700	\$293,200	54.3%

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Retail Positions				
Portfolio Manager	\$105,000	\$129,100	\$162,400	22.7%
Senior Asset Manager	\$120,100	\$158,400	\$199,700	26.7%
Asset Manager	\$93,700	\$118,200	\$144,000	23.4%
Property Management				
Top Property Management Executive	\$169,400	\$210,200	\$265,900	45.8%
Vice President Property Management	\$143,900	\$187,700	\$222,000	35.6%
Regional Property Manager	\$114,800	\$143,100	\$173,900	23.3%
Senior Property Manager	\$101,500	\$123,100	\$145,300	16.9%
Property Manager I (<150,000 sq.ft.)	\$68,000	\$86,500	\$105,600	13.6%
Property Manager II (150,000-300,000 sq.ft.)	\$76,500	\$88,800	\$104,400	10.7%
Property Manager III (301,000-500,000 sq.ft.)	\$81,600	\$99,600	\$114,700	13.6%
Property Manager IV (>500,000 sq.ft.)	\$83,700	\$104,700	\$134,400	14.2%
Assistant Property Manager	\$56,200	\$65,300	\$75,200	10.0%
Senior Facility Manager	\$97,200	\$114,200	\$132,600	13.1%
Operations Analyst	\$50,200	\$63,500	\$76,200	11.4%
Operations Director/Manager	\$89,400	\$109,700	\$138,100	13.2%
Regional/Portfolio Maintenance Engineer	\$103,000	\$117,100	\$134,400	12.8%
Building Engineer/Chief Engineer	\$67,800	\$74,200	\$91,800	7.5%
Maintenance Supervisor/Lead Engineer	\$66,800	\$83,300	\$99,300	9.4%
Maintenance Engineer/Technician II (mid-level)	\$50,200	\$59,000	\$68,600	6.0%
Maintenance Engineer/Technician I (entry-level)	\$41,400	\$46,900	\$55,400	5.4%
Leasing				
Top Leasing Executive	\$165,700	\$225,500	\$313,400	92.3%
Senior Leasing Executive	\$116,700	\$183,300	\$239,400	81.4%
Leasing Manager	\$93,300	\$118,500	\$158,100	50.4%
Typical Leasing Agent/Representative	\$60,800	\$77,400	\$116,400	58.9%
Regional Marketing Director/Manager	\$87,300	\$102,400	\$116,600	21.6%
Development/Construction				
Top Development Executive	\$211,200	\$275,400	\$382,800	68.4%
Vice President/Director Development	\$175,500	\$213,300	\$255,100	48.2%
Senior Development Manager	\$150,800	\$178,700	\$214,400	35.8%
Development Manager	\$123,000	\$150,400	\$191,000	26.8%
Senior Project Manager	\$123,700	\$151,500	\$174,000	22.2%
Project Manager	\$93,300	\$108,100	\$130,700	15.3%
Project Analyst	\$74,200	\$81,800	\$109,100	14.7%
Project Administrator	\$63,600	\$72,600	\$84,700	13.9%
Top Construction Executive	\$161,900	\$226,400	\$294,100	47.4%
Construction Manager	\$115,100	\$149,300	\$176,300	25.0%
Construction On-Site Manager	\$83,900	\$102,800	\$134,000	11.1%
Investment/Fund Mgt./Advisors Positions				
Portfolio Management				
Top Portfolio Management Executive	\$189,800	\$229,100	\$262,300	52.9%
Investment Management Associate	\$87,400	\$106,100	\$129,700	25.5%
Top Asset Management Executive	\$222,000	\$267,800	\$344,600	61.6%
Senior Asset Management Executive	\$162,400	\$212,500	\$259,700	43.8%
Director/Manager Portfolio Management	\$123,200	\$153,500	\$179,100	31.5%
Senior Asset Manager	\$124,700	\$167,300	\$199,100	40.2%
Asset Manager	\$101,100	\$124,400	\$155,500	27.2%
Portfolio Management				
Top Transactions Executive	\$221,000	\$258,000	\$292,500	82.1%
Senior Transactions Manager	\$134,700	\$166,400	\$207,000	43.4%
Investment/Transactions Associate	\$75,600	\$93,400	\$113,000	34.7%
Top Acquisitions Executive	\$206,600	\$256,400	\$310,000	61.1%
Acquisitions Director/Manager	\$145,900	\$161,700	\$191,400	77.0%
Research Associate	\$57,700	\$74,000	\$94,900	21.8%
Client Marketing Executive	\$197,800	\$223,800	\$264,000	51.9%

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