

# Compensation by Position

## SURVEY POSITION REFERENCE

|                                                  |              |                                                |              |                                                               |              |
|--------------------------------------------------|--------------|------------------------------------------------|--------------|---------------------------------------------------------------|--------------|
| <b>C-Suite</b>                                   | <b>Pg 87</b> | <b>Human Resources</b>                         | <b>Pg 88</b> | <b>Finance</b>                                                | <b>Pg 90</b> |
| Chairman of the Board                            |              | Human Resources Professional IV (Senior Level) |              | Finance Professional IV (Senior Level)                        |              |
| Executive Chairman                               |              | Human Resources Professional III (Mid Level)   |              | Finance Professional III (Mid Level)                          |              |
| Chief Executive Officer                          |              | Human Resources Professional II (Junior Level) |              | Finance Professional II (Junior Level)                        |              |
| President                                        |              | Human Resource Professional I (Entry Level)    |              | Financial Professional I (Entry Level)                        |              |
| Chief Operating Officer                          |              | Talent Acquisition Manager                     |              | <b>Legal</b>                                                  | <b>Pg 90</b> |
| Chief Financial Officer                          |              | Recruiter                                      |              | Associate General Counsel                                     |              |
| Chief Investment Officer                         |              | Payroll Manager                                |              | Attorney/Staff Lawyer                                         |              |
| Chief Development Officer                        |              | <b>Accounting - Corporate</b>                  | <b>Pg 89</b> | Senior Paralegal                                              |              |
| Chief Accounting Officer                         |              | Senior Corporate Accounting Leader             |              | Paralegal                                                     |              |
| Chief Administrative Officer                     |              | Corporate Controller                           |              | <b>Marketing</b>                                              | <b>Pg 91</b> |
| General Counsel                                  |              | Assistant Corporate Controller                 |              | Marketing Professional IV (Senior Level)                      |              |
| Chief Compliance Officer                         |              | Corporate Accounting Manager                   |              | Marketing Professional III (Mid Level)                        |              |
| Chief Human Resources/People Office              |              | AP/AR Supervisor/Manager                       |              | Marketing Professional II (Junior Level)                      |              |
| <b>Sr. Leadership/Dept. Heads – Corporate</b>    | <b>Pg 87</b> | AP/AR Specialist/Administrator                 |              | Marketing Professional I (Entry Level)                        |              |
| Top Marketing Executive                          |              | Senior Corporate Accountant                    |              | Graphic Designer                                              |              |
| Top IT Executive                                 |              | Staff Accountant                               |              | <b>Information Technology</b>                                 | <b>Pg 91</b> |
| Top Research Executive                           |              | Accounting Clerk                               |              | IT Professional IV (Senior IT Professional IV (Senior Level)  |              |
| Top Capital Markets Executive (Debt)             |              | <b>Accounting - Tax</b>                        | <b>Pg 89</b> | IT Professional III (Mid Level)                               |              |
| Top Sustainability Executive                     |              | Tax Professional III/IV (Mid to Senior Level)  |              | IT Professional I/II (Entry to Junior Level)                  |              |
| Top Risk Management Executive                    |              | Tax Professional I/II (Entry to Junior Level)  |              | IT Project Manager                                            |              |
| Top Corporate Business Development Executive     |              | <b>Accounting - Property</b>                   | <b>Pg 90</b> | IT Applications Professional                                  |              |
| Top Regional Business Development Officer        |              | Property Controller                            |              | IT Engineer/Analyst                                           |              |
| <b>Sr. Leadership/Dept. Heads – Real Estate</b>  | <b>Pg 88</b> | Property Accounting Manager                    |              | Network Administrator                                         |              |
| Top Acquisitions Executive                       |              | Senior Property Accountant                     |              | Help Desk Analyst                                             |              |
| Top Asset Management Executive                   |              | Property Accountant                            |              | Property Technology Professional III/IV (Mid to Senior Level) |              |
| Top Development Executive                        |              | <b>Accounting – Portfolio/Fund</b>             | <b>Pg 90</b> | Property Technology Professional I/II (Entry to Junior Level) |              |
| Top Construction Executive                       |              | Portfolio Controller                           |              | Data Analytics Professional III/IV (Mid to Senior Level)      |              |
| Top Portfolio Management Executive               |              | Portfolio Accounting Manager                   |              | Data Analytics Professional I/II (Entry to Junior Level)      |              |
| Top Capital Raising/Investor Relations Executive |              | Portfolio Senior Accountant                    |              | <b>Research</b>                                               | <b>Pg 92</b> |
| Top Property Management Executive                |              | Portfolio Accountant                           |              | Research Professional IV (Senior Level)                       |              |
| Top Leasing Executive                            |              | <b>Accounting – Development/Construction</b>   | <b>Pg 90</b> | Research Professional III (Mid Level)                         |              |
| Top Facilities Executive                         |              | Development/Construction Senior Accountant     |              | Research Professional I/II (Entry to Junior Level)            |              |
| Top Division/Regional Executive                  |              | Development/Construction Accountant            |              |                                                               |              |

## SURVEY POSITION REFERENCE

|                                                                              |               |                                                                |              |                                                                 |              |
|------------------------------------------------------------------------------|---------------|----------------------------------------------------------------|--------------|-----------------------------------------------------------------|--------------|
| <b>Capital Markets (Debt)</b>                                                | <b>Pg 92</b>  | <b>Development</b>                                             | <b>Pg 94</b> | <b>Property Management</b>                                      | <b>Pg 95</b> |
| Debt Capital Markets Professional IV (Senior Level)                          |               | Development Professional IV (Senior Level)                     |              | Property Management Professional IV (Senior Level - Not Onsite) |              |
| Deb Capital Markets Professional III (Mid Level)                             |               | Development Professional III (Mid Level)                       |              | Property Management Professional III (Mid Level - Not Onsite)   |              |
| Deb Capital Markets Professional I/II (Entry to Junior Level)                |               | Development Professional II (Junior Level)                     |              | Regional Property Manager (Not Onsite)                          |              |
| <b>Capital Raising/Investor Relations</b>                                    | <b>Pg 92</b>  | Development Professional I (Entry Level)                       |              | Senior Property Manager (Onsite)                                |              |
| Capital Raising/Investor Relations Professional IV                           |               | Development/Construction Senior Project Manager                |              | Property Manager IV (Onsite)                                    |              |
| Capital Raising/Investor Relations Professional III (Mid Level)              |               | Development/Construction Project Manager                       |              | Property Manager III (Onsite)                                   |              |
| Capital Raising/Investor Relations Professional I/II (Entry to Junior Level) |               | Development/Construction Project Administrator                 |              | Property Manager II (Onsite)                                    |              |
| <b>ESG</b>                                                                   | <b>Pg 92</b>  | <b>Land</b>                                                    | <b>Pg 94</b> | Property Manager I (Onsite)                                     |              |
| ESG Professional IV (Senior Level)                                           |               | Land Acquisition Professional III/IV (Mid to Senior Level)     |              | Assistant Property Manager (Onsite)                             |              |
| ESG Professional III (Mid Level)                                             |               | Land Acquisition Professional I/II (Entry to Junior Level)     |              | Onsite Administrator                                            |              |
| ESG Professional I/II (Entry to Junior Level)                                |               | <b>Construction</b>                                            | <b>Pg 94</b> | Tenant Service Coordinator                                      |              |
| <b>Risk Management</b>                                                       | <b>Pg 93</b>  | Construction Professional IV (Senior Level)                    |              | Resident Services Manager                                       |              |
| Risk Management Professional IV (Senior Level)                               |               | Construction Professional III (Mid Level)                      |              | Operations Analyst                                              |              |
| Risk Management Professional III (Mid Level)                                 |               | Construction Professional I/II (Entry to Junior Level)         |              | Concierge                                                       |              |
| Risk Management Professional I/II (Entry to Junior Level)                    |               | Superintendent                                                 |              | <b>Leasing</b>                                                  | <b>Pg 96</b> |
| Compliance Manager                                                           |               | Interior Designer                                              |              | Leasing Professional IV (Senior Level)                          |              |
| <b>Administrative</b>                                                        | <b>Pg. 93</b> | <b>Portfolio Management</b>                                    | <b>Pg 94</b> | Leasing Professional III (Mid Level)                            |              |
| Office Manager                                                               |               | Portfolio Management Professional IV (Senior Level)            |              | Leasing Professional II (Junior Level)                          |              |
| Executive Administrative Assistant                                           |               | Portfolio Management Professional III (Mid Level)              |              | Leasing Manager (Onsite)                                        |              |
| Administrative Assistant                                                     |               | Portfolio Management Professional I/II (Entry to Junior Level) |              | Leasing Agent/Representative (Onsite)                           |              |
| Receptionist                                                                 |               | Fund Administrator                                             |              | Revenue Manager                                                 |              |
| <b>Acquisitions</b>                                                          | <b>Pg 93</b>  | <b>Marketing/Sales (Residential – For Sale Only)</b>           | <b>Pg 95</b> | Lease Administrator                                             |              |
| Acquisitions Professional IV (Senior Level)                                  |               | Top Marketing/Sales Executive                                  |              | <b>Facilities</b>                                               | <b>Pg 96</b> |
| Acquisitions Professional III (Mid Level)                                    |               | Marketing/Sales Professional III/IV (Mid to Senior Level)      |              | Facilities Professional IV (Senior Level)                       |              |
| Acquisitions Professional II (Junior Level)                                  |               |                                                                |              | Facilities Professional III (Mid Level)                         |              |
| Acquisitions Professional I (Entry Level)                                    |               |                                                                |              | Facilities Professional I/II (Entry to Junior Level)            |              |
| <b>Asset Management</b>                                                      | <b>Pg 93</b>  |                                                                |              | Groundskeeper/Porter                                            |              |
| Asset Management Professional IV (Senior Level)                              |               |                                                                |              | Housekeeper / Custodian / Janitorial                            |              |
| Asset Management Professional III (Mid Level)                                |               |                                                                |              | <b>Maintenance</b>                                              | <b>Pg 96</b> |
| Asset Management Professional II (Junior Level)                              |               |                                                                |              | Regional/Portfolio Maintenance Engineer                         |              |
| Asset Management Professional I (Entry Level)                                |               |                                                                |              | Building Engineer/Chief Engineer                                |              |
|                                                                              |               |                                                                |              | Maintenance Supervisor                                          |              |
|                                                                              |               |                                                                |              | Maintenance Engineer/Technician II                              |              |
|                                                                              |               |                                                                |              | Maintenance Engineer/Technician I                               |              |
|                                                                              |               |                                                                |              | Make Ready Maintenance Tech                                     |              |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                                                     | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                             | Position Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------|-----------------------|-----------------------------------------------------|----|----|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C-Suite                                                      | 1                     | 25                                                  | To | +  | <b>Chairman of the Board (not CEO)</b>     | Individual acting only as Chairman of the Board of Directors and not holding any other executive position or role in the company.                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                              | 2                     | 25                                                  | To | +  | <b>Executive Chairman</b>                  | Senior executive who leads a company's board of directors, oftentimes an outgoing CEO, and also has executive responsibilities. Acts as a strategic advisor to the company.                                                                                                                                                                                                                                                                                                                                                                 |
|                                                              | 3                     | 20                                                  | To | +  | <b>Chief Executive Officer</b>             | The highest ranking company executive. Responsible for leading/guiding the company. Serves as the Chair of the Executive Committee and may also serve as the Chairman of the Board. Sets long and short term strategies and objectives, directs investment policy, recommends financial decisions, leads new business activities and ventures, and oversees day-to-day company operations.                                                                                                                                                  |
|                                                              | 4                     | 20                                                  | To | +  | <b>President</b>                           | The highest ranking company operating executive, but not with CEO title. Responsible for leading/guiding the company. Implements operating and financial policy, approves operating procedures with the approval/concurrence of the CEO, Board of Directors or Owner(s), guides implementation of financial and investment policy, participates in new business activities and ventures, directs strategic and operating plan development, and manages day-to-day company functions.                                                        |
|                                                              | 5                     | 20                                                  | To | +  | <b>Chief Operating Officer</b>             | Responsible for the operational oversight of the company. Recommends operating policies and procedures and ensures all operating divisions/departments of the company are running effectively. Typically reports to the company President or CEO. Also, may be responsible for all corporate functions within the company.                                                                                                                                                                                                                  |
|                                                              | 6                     | 20                                                  | To | +  | <b>Chief Financial Officer</b>             | Top officer responsible for the financial strategy and structure of the company. Directs all personnel related to accounting, treasury, and all financial activities within the company. Directs all financing transactions (public or private). Closely monitors the company's cash position, identifies underperforming areas, sets accounting and reporting policy, and prepares all internal and external financial reports. Communicates regularly with investors, major capital partners, and banks/financial institutions.           |
|                                                              | 7                     | 20                                                  | To | +  | <b>Chief Investment Officer</b>            | Top officer responsible for investment strategy, process, evaluation, and decisions. Serves as the leader of the investment committee alongside the CEO. Has overall responsibility for the identification of new investment opportunities, due diligence/underwriting, deal negotiation, performance of assets, and disposition strategy. May also be involved with raising equity and/or securing financing.                                                                                                                              |
|                                                              | 8                     | 20                                                  | To | +  | <b>Chief Development Officer</b>           | Leads the development platform, guiding a team to identify, evaluate, and execute new real estate development opportunities. Typically reports to the CEO.                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                              | 9                     | 20                                                  | To | +  | <b>Chief Accounting Officer</b>            | Senior executive responsible for accounting functions, policy, and procedures. Directs payroll, cost accounting, general accounting, and all systems and processes related to accounting and financial control. Role is similar to the CFO, but without capital markets responsibilities.                                                                                                                                                                                                                                                   |
|                                                              | 10                    | 20                                                  | To | +  | <b>Chief Administrative Officer</b>        | Directs some or all administrative functions which support company operations, such as administrative support, human resources, IT, marketing, and legal. Typically lower ranking executive than the COO.                                                                                                                                                                                                                                                                                                                                   |
|                                                              | 11                    | 20                                                  | To | +  | <b>General Counsel</b>                     | Top internal company legal resource and executive. Responsible for selecting and monitoring all outside attorneys and/or law firms. Involved in all legal matters (i.e., litigation, transactions, partnerships, joint ventures, terminations, compliance, tax, etc.) pertaining to the company. Oversees Board/governance procedures/policy, and Corporate Secretary function. Sets and coordinates policies for leases, evictions, legal agreements and contracts, and other regulatory issues. Holds a Juris Doctor degree. May serve in |
|                                                              | 12                    | 20                                                  | To | +  | <b>Chief Compliance Officer</b>            | Responsible for overseeing and ensuring the company's adherence to all regulatory requirements, internal policies, and ethical standards. The CCO provides guidance to senior leadership and employees on compliance related matters. Requires understanding of relevant laws, regulations, and industry best practices, however, does not hold a Juris Doctor degree.                                                                                                                                                                      |
|                                                              | 13                    | 20                                                  | To | +  | <b>Chief Human Resources/People Office</b> | Strategic leader who oversees all aspects of human resources management and development, including recruitment, training, compliance, diversity, equity, and inclusion (DEI), compensation, and benefits. Typically reports to the CEO or COO.                                                                                                                                                                                                                                                                                              |
| Senior<br>Leadership /<br>Department<br>Heads -<br>Corporate | 14                    | 15                                                  | To | 20 | <b>Top Marketing Executive</b>             | Top executive engaged in the development and implementation of marketing and communications strategy for the company. Develops strategy and marketing campaign components encompassing print, media, social media and internet (website) related elements. Generally also involved in company image and branding, including logo and firm identity programs and advertising. In some companies may also direct market research and property-level marketing.                                                                                |
|                                                              | 15                    | 15                                                  | To | 20 | <b>Top IT Executive</b>                    | Top executive responsible for recommending, selecting, maintaining, and upgrading/sustaining the company's hardware and software platforms and support systems. Provides documentation, training, policy and procedures for security. Works closely with the C-Suite and department heads on report production needs, access issues, and data storage/retrieval. Oversees the maintenance of the company's databases (external and internal), as well as internet and telecommunication. May be involved with initiatives                   |
|                                                              | 16                    | 15                                                  | To | 20 | <b>Top Research Executive</b>              | Top executive responsible for compiling, developing, maintaining, and monitoring all economic, demographic, market, product and competitor trends, comparative databases, and other supply, demand, pricing and market trend information as needed for internal reporting, tracking, and use. May produce market trends reports for general marketing purposes.                                                                                                                                                                             |



# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                                                  | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                            | Position Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------|-----------------------|-----------------------------------------------------|----|----|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                           | 17                    | 15                                                  | To | 20 | <b>Top Capital Markets Executive (Debt)</b>               | Top executive responsible for debt capital markets for either the platform or individual real estate transactions. Maintains relationships with financial institutions and may oversee a team of capital markets professionals. Typically reports to the CFO.                                                                                                                                                                                                                                                               |
|                                                           | 18                    | 15                                                  | To | 20 | <b>Top Sustainability Executive</b>                       | Top executive responsible for leading corporate social responsibility and ESG initiatives across the organization, influencing business strategy at the highest level. Leads team of professionals responsible for collection and analysis of data related to sustainability programs and initiatives. May oversee DEI efforts.                                                                                                                                                                                             |
|                                                           | 19                    | 15                                                  | To | 20 | <b>Top Risk Management Executive</b>                      | Top executive responsible for risk management functions associated with insurance, safety, disaster recovery, security, liability, emergency procedures, compliance with governmental regulations (workplace and business, not SEC), construction management/risk, human resources/benefits, vendor relationships/contracts, and outsourcing relationships.                                                                                                                                                                 |
|                                                           | 20                    | 15                                                  | To | 20 | <b>Top Corporate Business Development Executive</b>       | Top executive responsible for the development and evaluation of potential new investment and revenue sources, including strategic investments, property management, tenants, real estate services, development opportunities, BTS, and joint ventures. Involved with communications/marketing activities related to prospective clients. Coordinates major new business presentations, builds company image/identity, contributes to advertising programs, and maintains and seeks to expand existing client relationships. |
|                                                           | 21                    | 15                                                  | To | 20 | <b>Top Regional Business Development Officer</b>          | Top regional executive responsible for the development and evaluation of potential new investment revenue sources including: investments, property management, tenants, real estate services, development opportunities, BTS, and joint ventures. Involved with communications/marketing activities related to prospective clients. Coordinates major new business presentations, builds company image/identity, contributes to advertising programs, and maintains and seeks to expand existing client relationships.      |
| <b>Senior Leadership / Department Heads - Real Estate</b> | 22                    | 15                                                  | To | 20 | <b>Top Acquisitions Executive</b>                         | Top executive responsible for generating new acquisition/investment opportunities. In partnership with the CIO, establishes and implements the company's investment strategy. Oversees team responsible for deal sourcing, investment analysis, underwriting, due diligence, negotiation, and risk analysis.                                                                                                                                                                                                                |
|                                                           | 23                    | 15                                                  | To | 20 | <b>Top Asset Management Executive</b>                     | Top executive responsible for setting and implementing financial, business, and management strategies/tactics for the company's investment portfolio. Maintains the objective of maximizing the value of the firm's assets. Oversees team responsible for (re)financing decisions, leasing programs, disposition activities, capital improvement programs, asset management plans, property management review, and investor/owner communications.                                                                           |
|                                                           | 24                    | 15                                                  | To | 20 | <b>Top Development Executive</b>                          | Top executive responsible for directing the development deals/activity in a company, particular region/office, or for a specific product line. Oversees team responsible for site/asset acquisition, underwriting, entitlements, land planning, design, construction (horizontal and vertical), financing, lease-up, and all other aspects of development.                                                                                                                                                                  |
|                                                           | 25                    | 15                                                  | To | 20 | <b>Top Construction Executive</b>                         | Top executive responsible for all construction activity for a company across all projects and regions. Oversees team responsible for bid packages and process, scheduling, permitting, contracting, obtaining CO, contract administration, processing draw requests, and other onsite construction-related activities.                                                                                                                                                                                                      |
|                                                           | 26                    | 15                                                  | To | 20 | <b>Top Portfolio Management Executive</b>                 | Top executive responsible for overseeing an investment fund or portfolio. Responsible for creating and executing investment strategy in support of the achievement of portfolio-level investment returns. Typically involved with equity capital raising, investment decisions, investor communications/reporting, and hold/sell analyses.                                                                                                                                                                                  |
|                                                           | 27                    | 15                                                  | To | 20 | <b>Top Capital Raising / Investor Relations Executive</b> | Top executive responsible for investor relationship management, including capital raising and overall strategy for investor communications, reporting, onboarding, and events. Establishes relationships with new clients and maintains existing relationships. Provides direction for investor collateral such as presentations, pitchbooks, or fact sheets.                                                                                                                                                               |
|                                                           | 28                    | 15                                                  | To | 20 | <b>Top Property Management Executive</b>                  | Top executive responsible for directing the activities of the property management function on an operational as well as strategic basis. Responsible for property management budgets and works closely with asset management, accounting, and leasing personnel. Focus on property NOI and property value increase expectations.                                                                                                                                                                                            |
|                                                           | 29                    | 15                                                  | To | 20 | <b>Top Leasing Executive</b>                              | Top leasing executive responsible for setting leasing strategy and overseeing companywide leasing activity, including negotiation, marketing, and personnel management. Highly visible with industry professionals.                                                                                                                                                                                                                                                                                                         |
|                                                           | 30                    | 15                                                  | To | 20 | <b>Top Facilities Executive</b>                           | Top executive responsible for the overall management of facilities and building operations for the entire company. Ensures efficient operations, maintenance, and compliance. Develops policies and operational practices for the department. Works closely with property management and maintenance teams.                                                                                                                                                                                                                 |
|                                                           | 31                    | 15                                                  | To | 20 | <b>Top Division/Regional Executive</b>                    | Top executive responsible for a particular business line, product type, or geographic region. Sets strategic direction, monitors/directs division/regional activities, establishes and implements the business plan, and identifies new business opportunities.                                                                                                                                                                                                                                                             |
| <b>Human Resources</b>                                    | 13.1                  | 10                                                  | To | 15 | <b>Human Resources Professional IV (Senior Level)</b>     | Senior HR professional responsible for one or more human resources services/programs, including recruitment, training, organizational development, compensation and benefits, and employee relations. Typically reports to the Chief Human Resources Officer. May be responsible for all HR activities at a smaller organization.                                                                                                                                                                                           |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                      | 2025<br>Position<br># | Typical Years<br>of Experience |    |              | Position Title                                        | Position Description                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------|-----------------------|--------------------------------|----|--------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               |                       | #                              | to | # or<br>more |                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                               | 13.2                  | 7                              | To | 10           | <b>Human Resources Professional III (Mid Level)</b>   | Mid level HR professional who supports a senior HR professional with one or more human resources services/programs. Within a larger organization, may be responsible for HR activities within a specific employee population or business line.                                                                                                                                                                                    |
|                               | 13.3                  | 3                              | To | 7            | <b>Human Resources Professional II (Junior Level)</b> | Junior level HR professional who manages tactical day-to-day activities and reporting related to one or more human resources services/programs. May assist more senior HR professionals with special projects.                                                                                                                                                                                                                    |
|                               | 13.4                  | 0                              | To | 3            | <b>Human Resource Professional I (Entry Level)</b>    | Provides administrative support for the HR function. Responsible for updating and maintaining HRIS, employee handbooks, coordinating interviews, and answering employee questions.                                                                                                                                                                                                                                                |
|                               | 13.5                  | 5                              | To | 10           | <b>Talent Acquisition Manager</b>                     | Responsible for overseeing the recruitment and hiring process. Develops recruitment strategies, manages candidate sourcing and selection, and collaborates with hiring managers to fill open roles.                                                                                                                                                                                                                               |
|                               | 13.6                  | 3                              | To | 5            | <b>Recruiter</b>                                      | Responsible for sourcing, interviewing, and hiring new employees. May report to Talent Acquisition Manager or Mid/Senior Level HR Professional.                                                                                                                                                                                                                                                                                   |
|                               | 13.7                  | 5                              | To | 7            | <b>Payroll Manager</b>                                | Supervises the payroll function, including verification of hours worked, employee tax parameters, and coordination with payroll vendor. Tracks vacation, sick leave, benefit payments/payouts (e.g., 401k), and interfaces with employees regarding questions and issues.                                                                                                                                                         |
| <b>Accounting - Corporate</b> | 9.1                   | 10                             | To | 15           | <b>Senior Corporate Accounting Leader</b>             | Manages the accounting department, including financial reporting, general ledger, accounts payable, accounts receivable, and payroll functions. Develops and implements accounting policies, procedures, and internal controls to ensure regulatory compliance. Oversees the preparation and analysis of financial statements, budgets, and forecasts to provide insights into the company's financial performance. Likely a CPA. |
|                               | 9.2                   | 10                             | To | 15           | <b>Corporate Controller</b>                           | Supervises the corporate accounting team and manages the day-to-day financial reporting function, cash management, accounts payable, accounts receivable, and the budgetary process. Responsible for producing various management and financial reports. Usually a CPA.                                                                                                                                                           |
|                               | 9.3                   | 10                             | To | 12           | <b>Assistant Corporate Controller</b>                 | Assists the Controller in the supervision of all corporate accounting activities and adherence to all accounting policies and procedures. Supports the Controller in the development and monitoring of period-ending accounting. May take the lead responsibility for some reporting. Usually a CPA.                                                                                                                              |
|                               | 9.4                   | 7                              | To | 10           | <b>Corporate Accounting Manager</b>                   | Responsible for overseeing and supervising accounting staff in addition to performing various accounting tasks. Has day-to-day oversight of staffing, accounting processes, reporting, and budgets. Typically reports to the Controller.                                                                                                                                                                                          |
|                               | 9.5                   | 5                              | To | 7            | <b>AP/AR Supervisor/Manager</b>                       | Experienced professional responsible for overseeing accounts payable/receivable activities and personnel. Reviews records for accuracy and completion, ensures accurate and timely processing of invoices, and resolves outstanding accounts with external parties.                                                                                                                                                               |
|                               | 9.6                   | 0                              | To | 5            | <b>AP/AR Specialist/Administrator</b>                 | Entry to junior level professional responsible for providing day-to-day administrative support for the accounts payable/receivable function.                                                                                                                                                                                                                                                                                      |
|                               | 9.7                   | 5                              | To | 7            | <b>Senior Corporate Accountant</b>                    | Role comprises all duties of Staff Accountant, but is typically responsible for more complex corporate accounting activities and projects. Highest non-supervisor role in the corporate accounting function.                                                                                                                                                                                                                      |
|                               | 9.8                   | 3                              | To | 5            | <b>Staff Accountant</b>                               | Entry level corporate accounting professional responsible for performing basic to complex accounting and financial duties.                                                                                                                                                                                                                                                                                                        |
|                               | 9.9                   | 0                              | To | 3            | <b>Accounting Clerk</b>                               | Responsible for providing administrative and clerical support to the accounting function. Compiles accounting data, prepares schedules, maintains records, and develops reports and summaries. The role typically is at the bookkeeper skill level.                                                                                                                                                                               |
| <b>Accounting - Tax</b>       | 32.1                  | 7                              | To | 15           | <b>Tax Professional III/IV (Mid to Senior Level)</b>  | Directs and oversees preparation of corporate entity, partnership, and/or limited liability company tax returns. Projects tax obligations, researches tax regulatory and compliance issues, and may oversee federal and state audits. May have supervisory responsibility. Usually a CPA.                                                                                                                                         |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                                               | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                       | Position Description                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------|-----------------------|-----------------------------------------------------|----|----|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        | 32.2                  | 0                                                   | To | 7  | <b>Tax Professional I/II (Entry to Junior Level)</b> | Entry to junior level resources specializing in the application of tax codes to the company. Provides day-to-day support to more senior tax professionals.                                                                                                                                                     |
| <b>Accounting -<br/>Property</b>                       | 33.1                  | 10                                                  | To | 15 | <b>Property Controller</b>                           | Supervises the property accounting team, oversees all property-level budgeting and reporting, and manages property-related financial operations. Works closely with property management team and other senior level accounting professionals.                                                                  |
|                                                        | 33.2                  | 7                                                   | To | 10 | <b>Property Accounting Manager</b>                   | Responsible for supervising property accounting staff in addition to overseeing accounting activities for a portfolio of properties. Has day-to-day oversight of staffing, accounting processes, reporting, and budgets. Typically reports to the Property Controller.                                         |
|                                                        | 33.3                  | 5                                                   | To | 7  | <b>Senior Property Accountant</b>                    | Role comprises all duties of Property Accountant, but is typically responsible for more complex property accounting activities and a larger portfolio size. Highest non-supervisor role in the property accounting function.                                                                                   |
|                                                        | 33.4                  | 3                                                   | To | 5  | <b>Property Accountant</b>                           | Entry level property accounting professional responsible for performing basic to complex accounting and financial duties for a single property or small portfolio of properties.                                                                                                                               |
| <b>Accounting -<br/>Portfolio/Fund</b>                 | 34.1                  | 10                                                  | To | 15 | <b>Portfolio Controller</b>                          | Responsible for overseeing all accounting activities at the portfolio/fund level. Manages team of portfolio/fund accounting staff. Works closely with portfolio management and investor reporting teams with respect to performance of the portfolio/fund.                                                     |
|                                                        | 34.2                  | 7                                                   | To | 10 | <b>Portfolio Accounting Manager</b>                  | Responsible for the day-to-day management of accounting activities at the portfolio/fund level. Oversees analysis and reporting prepared by portfolio/fund accounting staff. In partnership with Portfolio Controller, works closely with portfolio management and investor reporting teams.                   |
|                                                        | 34.3                  | 5                                                   | To | 7  | <b>Portfolio Senior Accountant</b>                   | Role comprises all duties of Portfolio Accountant, but is typically responsible for more complex property accounting activities. Highest non-supervisor role in the portfolio/fund accounting function.                                                                                                        |
|                                                        | 34.5                  | 3                                                   | To | 5  | <b>Portfolio Accountant</b>                          | Entry level portfolio/fund accounting professional responsible for performing basic to complex accounting and financial duties.                                                                                                                                                                                |
| <b>Accounting -<br/>Development /<br/>Construction</b> | 35.1                  | 5                                                   | To | 7  | <b>Development/Construction Senior Accountant</b>    | Role comprises all duties of Development/Construction Accountant, but is typically responsible for more complex projects or multiple projects.                                                                                                                                                                 |
|                                                        | 35.2                  | 3                                                   | To | 5  | <b>Development/Construction Accountant</b>           | Responsible for managing accounting and financial aspects of a development/construction project. Tracks expenses, analyzes budgets, prepares financial reporting. Works closely with development and construction teams and project managers.                                                                  |
| <b>Finance</b>                                         | 36.1                  | 10                                                  | To | 15 | <b>Finance Professional IV (Senior Level)</b>        | Highest ranking finance professional below CFO. Responsible for providing financial leadership and guidance to the organization. Develops financial strategies to support growth objectives and optimize capital structures. Oversees financial planning, analysis, and reporting. Supervises finance team.    |
|                                                        | 36.2                  | 7                                                   | To | 10 | <b>Finance Professional III (Mid Level)</b>          | Mid level finance professional responsible for implementing financial strategies, conducting financial forecasting and modeling, and overseeing reporting. May have supervisory responsibility based on company size.                                                                                          |
|                                                        | 36.3                  | 3                                                   | To | 7  | <b>Finance Professional II (Junior Level)</b>        | Role is similar to entry level finance professional, but responsibilities typically involve more complex analyses and reports. May participate in and/or lead special projects on the finance team.                                                                                                            |
|                                                        | 36.4                  | 0                                                   | To | 3  | <b>Financial Professional I (Entry Level)</b>        | Entry level professional responsible for conducting financial analyses with oversight from more senior finance professionals. Prepares financial forecasts and reports.                                                                                                                                        |
| <b>Legal</b>                                           | 11.1                  | 10                                                  | To | 15 | <b>Associate General Counsel</b>                     | Senior level resource supporting the General Counsel. Responsible for legal matters and activities for a designated region, product type, or specialized legal department. Manages the work of outside counsel. Reviews legal documents prepared by junior/mid level legal staff. Holds a Juris Doctor degree. |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                          | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                          | Position Description                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------|-----------------------|-----------------------------------------------------|----|----|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | 11.2                  | 3                                                   | To | 10 | <b>Attorney/Staff Lawyer</b>                            | Provides legal counsel and services related to real estate transactions, including property sales, leases, acquisitions, and financing. Drafts legal documents for internal legal needs and matters. Holds a Juris Doctor degree.                                                                                                                                              |
|                                   | 11.3                  | 5                                                   | To | 10 | <b>Senior Paralegal</b>                                 | Role encompasses all responsibilities of a Paralegal, but duties typically include more complex matters. May supervise Paralegal team.                                                                                                                                                                                                                                         |
|                                   | 11.4                  | 3                                                   | To | 5  | <b>Paralegal</b>                                        | Performs supporting legal work and administrative needs for the lawyers within the legal department, including drafting/reviewing documents, gathering and organizing information, researching case law or other needed supporting information, and administering the timing and production of legal matters within the department.                                            |
| <b>Marketing</b>                  | 14.1                  | 10                                                  | To | 15 | <b>Marketing Professional IV<br/>(Senior Level)</b>     | Responsible for developing and executing strategic marketing plans at the corporate and property level. Oversees marketing campaigns, collaborates with other departments on strategy and collateral, and manages a team of marketing professionals. At smaller companies, may be the most senior marketing professional.                                                      |
|                                   | 14.2                  | 7                                                   | To | 10 | <b>Marketing Professional III<br/>(Mid Level)</b>       | Mid level professional responsible for leading and overseeing various marketing initiatives. Serves as strategic project manager to ensure timely execution of marketing campaigns, content creation, and other key department efforts. May manage relationships with external agencies and vendors.                                                                           |
|                                   | 14.3                  | 3                                                   | To | 7  | <b>Marketing Professional II<br/>(Junior Level)</b>     | Provides support to senior marketing professionals on projects, policies, and procedures related to the marketing function. Responsible for market research, campaign execution, content creation, event planning, and other related tasks. May take lead role for select projects.                                                                                            |
|                                   | 14.4                  | 0                                                   | To | 3  | <b>Marketing Professional I<br/>(Entry Level)</b>       | Provides execution support for firm-wide marketing efforts. Coordinates marketing activities, including digital and print collateral production, event coordination, social media management, and/or public relations initiatives.                                                                                                                                             |
|                                   | 14.5                  | 5                                                   | To | 7  | <b>Graphic Designer</b>                                 | Responsible for creating visually compelling marketing materials to promote properties, brand awareness, and overall business objectives. This role involves designing digital and print assets, collaborating with the marketing and sales teams, and ensuring brand consistency across all materials.                                                                        |
| <b>Information<br/>Technology</b> | 37.1                  | 10                                                  | To | 15 | <b>IT Professional IV (Senior<br/>Level)</b>            | Responsible for overseeing the organization's IT infrastructure, systems, and operations. Develops and implements IT strategies, policies, and procedures. Oversees technology projects to enhance efficiency and optimization. Ensures the security and integrity of the company's data and systems. Depending on the size of Company, may manage a team of IT professionals. |
|                                   | 37.2                  | 7                                                   | To | 10 | <b>IT Professional III (Mid<br/>Level)</b>              | Mid level generalist responsible for supporting senior IT professionals with the implementation of IT hardware and software activities, development of policies and procedures, and execution of IT projects. Active in the day-to-day operations and support services for the IT function.                                                                                    |
|                                   | 37.3                  | 0                                                   | To | 7  | <b>IT Professional I/II (Entry to<br/>Junior Level)</b> | Entry to junior level generalist responsible for providing execution support to other IT professionals.                                                                                                                                                                                                                                                                        |
|                                   | 37.4                  | 3                                                   | To | 10 | <b>IT Project Manager</b>                               | Responsible for planning, executing, and overseeing technology projects from initiation to completion. Manages project timelines and budgets. Assists with translating business requirements to IT team.                                                                                                                                                                       |
|                                   | 37.5                  | 5                                                   | To | 10 | <b>IT Applications<br/>Professional</b>                 | Responsible for overseeing the development, implementation, and maintenance of the organization's software applications. Identifies opportunities for application enhancements and process improvements. Provides technical expertise and support to resolve application-related issues. Depending on size of company, may manage a team of software developers and analysts.  |
|                                   | 37.6                  | 5                                                   | To | 7  | <b>IT Engineer/Analyst</b>                              | Responsible for assessing business process needs and IT system solutions. Designs requirements, specifications, and costs for implementation. Supports other IT technical issues and needs.                                                                                                                                                                                    |
|                                   | 37.7                  | 3                                                   | To | 5  | <b>Network Administrator</b>                            | Maintains and manages network needs, performance, and security. Installs software, troubleshoots network problems, trains users, and supports the recommendation of system requirements, improvements, and network modifications.                                                                                                                                              |
|                                   | 37.8                  | 0                                                   | To | 5  | <b>Help Desk Analyst</b>                                | Provides technical support and troubleshooting assistance to users for hardware, software, and network-related issues. Responsible for logging and resolving IT tickets, escalating complex problems, and maintaining excellent customer service.                                                                                                                              |



# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                                    | 2025<br>Position<br># | Typical Years<br>of Experience |    |              | Position Title                                                                      | Position Description                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------|-----------------------|--------------------------------|----|--------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             |                       | #                              | to | # or<br>more |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                             | 38.1                  | 5                              | To | 10           | <b>Property Technology Professional III/IV (Mid to Senior Level)</b>                | Oversees the implementation, management, and optimization of technology solutions (e.g., Yardi) for property operations. Acts as a liaison between property management teams, vendors, and IT professionals to deliver seamless technology support and innovation.                                                                                                                                      |
|                                             | 38.2                  | 0                              | To | 5            | <b>Property Technology Professional I/II (Entry to Junior Level)</b>                | Assists in the implementation and maintenance of technology solutions (e.g., Yardi) for property management and operations. Responsibilities include supporting the integration of smart building systems, troubleshooting tech issues, and assisting with data collection for analytics and reporting.                                                                                                 |
|                                             | 39.1                  | 7                              | To | 15           | <b>Data Analytics Professional III/IV (Mid to Senior Level)</b>                     | Leads complex data analysis projects, provides advanced insights, and supports strategic decision-making across the organization. This role involves managing large datasets and building predictive models. May supervise team of junior data analytics professionals.                                                                                                                                 |
|                                             | 39.2                  | 0                              | To | 7            | <b>Data Analytics Professional I/II (Entry to Junior Level)</b>                     | Responsible for extracting, analyzing, and interpreting complex datasets to provide actionable insights that drive business decisions. This role requires advanced analytical skills, proficiency with data tools, and the ability to communicate findings effectively to stakeholders.                                                                                                                 |
| <b>Research</b>                             | 16.1                  | 10                             | to | 15           | <b>Research Professional IV (Senior Level)</b>                                      | Oversees a team of research professionals and ensures the quality and relevance of research outputs. Manages research projects, timelines, and deliverables. Assists with defining the department strategy and aligning research efforts with business objectives.                                                                                                                                      |
|                                             | 16.2                  | 5                              | To | 10           | <b>Research Professional III (Mid Level)</b>                                        | Leads research projects, interprets complex data, and presents findings to stakeholders. Analyzes financial data and market trends to support investment strategies. Studies trends in property markets to inform sales or investment strategies.                                                                                                                                                       |
|                                             | 16.3                  | 0                              | To | 5            | <b>Research Professional I/II (Entry to Junior Level)</b>                           | Provides execution support for research projects, including the compilation of market, economic, and real estate information used to support real estate strategy and decisions.                                                                                                                                                                                                                        |
| <b>Capital Markets (Debt)</b>               | 17.1                  | 10                             | To | 15           | <b>Debt Capital Markets Professional IV (Senior Level)</b>                          | Senior executive but not top capital markets executive. Responsible for capital markets activity (debt financing) for a region or product line. Supports the negotiation of financial transactions.                                                                                                                                                                                                     |
|                                             | 17.2                  | 7                              | To | 10           | <b>Debt Capital Markets Professional III (Mid Level)</b>                            | Mid level professional responsible for more complex financial analysis for capital markets activity (debt financing). Partners with senior capital markets professionals on the capital markets strategy.                                                                                                                                                                                               |
|                                             | 17.3                  | 0                              | To | 7            | <b>Debt Capital Markets Professional I/II (Entry to Junior Level)</b>               | Provides support to senior capital markets professionals. Executes on financial analyses and prepares reports.                                                                                                                                                                                                                                                                                          |
| <b>Capital Raising / Investor Relations</b> | 27.1                  | 10                             | To | 15           | <b>Capital Raising/Investor Relations Professional IV</b>                           | Senior executive but not top capital raising/investor relations executive. Responsible for maintaining relationships with existing investors and identifying new client relationships. Oversees investor communications, reporting, onboarding, and events.                                                                                                                                             |
|                                             | 27.2                  | 7                              | To | 10           | <b>Capital Raising/Investor Relations Professional III (Mid Level)</b>              | Supports senior level capital raising/investor relations professionals. Responsible for maintaining existing client relationships and may have some direct fundraising goals. Responds to information/due diligence requests, prepares investor reporting and marketing materials, and drafts investor communications.                                                                                  |
|                                             | 27.3                  | 0                              | To | 7            | <b>Capital Raising/Investor Relations Professional I/II (Entry to Junior Level)</b> | Provides execution support to senior investor relations/capital raising professionals. Drafts investor reporting and marketing materials for review by senior team members. Assists with responding to information/due diligence requests.                                                                                                                                                              |
| <b>ESG</b>                                  | 18.1                  | 10                             | to | 15           | <b>ESG Professional IV (Senior Level)</b>                                           | Senior level professional who assists with developing the ESG strategy for the company and/or owned assets, ensuring alignment with market trends and regulatory requirements. Oversees sustainability programs across multiple projects and ensures compliance with industry standards.                                                                                                                |
|                                             | 18.2                  | 7                              | To | 10           | <b>ESG Professional III (Mid Level)</b>                                             | Implements ESG strategies for the company and/or owned assets, aligning with corporate goals and investor expectations. Oversees one or more sustainability programs, including energy efficiency updates, building certifications, community engagement, tenant well-being programs, and DEI. Prepares detailed ESG reports for stakeholders, including regulatory filings and investor presentations. |
|                                             | 18.3                  | 0                              | To | 7            | <b>ESG Professional I/II (Entry to Junior Level)</b>                                | Conducts research, analyzes data, and prepares reports on ESG performance. Provides execution support for implementing sustainability programs.                                                                                                                                                                                                                                                         |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function            | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                                   | Position Description                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------|-----------------------|-----------------------------------------------------|----|----|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risk<br>Management  | 19.1                  | 10                                                  | To | 15 | <b>Risk Management Professional IV (Senior Level)</b>            | Supports the Top Risk Management Executive with the development and implementation of risk management activities. Manages risk at the enterprise-level and across the company's real estate portfolio. Typically serves as the owner of one or more areas of risk management, such as insurance, safety, and security.                                                                                                                                                    |
|                     | 19.2                  | 7                                                   | To | 10 | <b>Risk Management Professional III (Mid Level)</b>              | Supports senior risk management professionals with designing and implementing risk management programs and policies. Conducts risk assessments by analyzing market trends and property data.                                                                                                                                                                                                                                                                              |
|                     | 19.3                  | 0                                                   | To | 7  | <b>Risk Management Professional I/II (Entry to Junior Level)</b> | Provides execution support to more senior risk management professionals. Responsibilities may include conducting research on risk management strategies, documenting standard operating procedures, and executing on risk programs/initiatives.                                                                                                                                                                                                                           |
|                     | 19.4                  | 5                                                   | To | 10 | <b>Compliance Manager</b>                                        | Supports the Chief Compliance Officer with the company's adherence to all regulatory and reporting requirements at the enterprise and property-level. Works with finance and operations to monitor and trouble shoot compliance issues.                                                                                                                                                                                                                                   |
| Administrative      | 40.1                  | 5                                                   | To | 10 | <b>Office Manager</b>                                            | Responsible for general office operational activities, including reception, administrative support, mail routing, delivery and pick up, interoffice communication, parking, employee moves, office supplies, and coordination with maintenance related to building HVAC and safety. May also be involved with event planning and providing administrative support for special projects.                                                                                   |
|                     | 40.2                  | 5                                                   | To | 10 | <b>Executive Administrative Assistant</b>                        | Role encompasses all responsibilities of an Administrative Assistant, but typically provides support to the highest level company officers, such as the C-Suite. Handles high level administrative activities and confidential materials. In family-owned firms, may also support family owner and investor relations communications and other administrative matters.                                                                                                    |
|                     | 40.3                  | 3                                                   | To | 5  | <b>Administrative Assistant</b>                                  | Provides secretarial and general administrative support duties for one or more executives. Responsible for implementing company policies and procedures, scheduling meetings, expense tracking, screening and directing external calls/internal communications, distributing documents, and coordinating travel schedules. May also assist in special projects.                                                                                                           |
|                     | 40.4                  | 0                                                   | To | 5  | <b>Receptionist</b>                                              | Serves as the first point of contact for clients, visitors, and employees. Responsibilities include greeting guests, answering phone calls, managing appointments, handling correspondence, and maintaining a welcoming reception area.                                                                                                                                                                                                                                   |
| Acquisitions        | 22.1                  | 10                                                  | To | 15 | <b>Acquisitions Professional IV (Senior Level)</b>               | Senior executive but not top acquisitions executive. Responsible for generating new acquisition and investment opportunities. Supports the establishment of the company acquisition policy, criteria, and strategy. Presents new investment opportunities to the Investment Committee. Serves in a deal structuring capacity and oversees investment analysis, underwriting, due diligence coordination, negotiation assistance, and risk analysis.                       |
|                     | 22.2                  | 7                                                   | To | 10 | <b>Acquisitions Professional III (Mid Level)</b>                 | A mid level professional responsible for investment analysis in support of acquisitions and dispositions. May begin to source new investment opportunities with oversight from more senior acquisitions professionals.                                                                                                                                                                                                                                                    |
|                     | 22.3                  | 3                                                   | To | 7  | <b>Acquisitions Professional II (Junior Level)</b>               | Role comprises all duties of entry level acquisitions professional, but is responsible for more complex deals and investment opportunities. Begins to execute on projects and analyses autonomously.                                                                                                                                                                                                                                                                      |
|                     | 22.4                  | 0                                                   | To | 3  | <b>Acquisitions Professional I (Entry Level)</b>                 | Provides execution support to senior acquisitions professionals. Assists with investment analysis, modeling, research, due diligence, and report development.                                                                                                                                                                                                                                                                                                             |
| Asset<br>Management | 23.1                  | 10                                                  | To | 15 | <b>Asset Management Professional IV (Senior Level)</b>           | Senior executive but not top asset management executive. Responsible for setting and implementing financial, business, and management strategies/tactics for a number of assets, a product line, multiple regions. Maintains the objective of maximizing the value of the firm's assets. Responsibilities include (re)financing decisions, leasing programs, disposition activities, capital improvement programs, asset management plans, property management oversight. |
|                     | 23.2                  | 7                                                   | To | 10 | <b>Asset Management Professional III (Mid Level)</b>             | Responsible for several assets, a more complex asset, or a portfolio of assets. Responsibilities include financial analysis related to (re)financing decisions, leasing programs, capital improvement programs, asset management plans, and property management oversight.                                                                                                                                                                                                |
|                     | 23.3                  | 3                                                   | To | 7  | <b>Asset Management Professional II (Junior Level)</b>           | Role comprises all duties of entry level asset management professional, but is responsible for more complex analyses and/or a larger portfolio of assets. Begins to execute on projects and analyses autonomously.                                                                                                                                                                                                                                                        |
|                     | 23.4                  | 0                                                   | To | 3  | <b>Asset Management Professional I (Entry Level)</b>             | Provides execution support to senior asset management professionals. Responsible for conducting financial analyses and preparing property-level research and reporting.                                                                                                                                                                                                                                                                                                   |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function             | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                             | Position Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------|-----------------------|-----------------------------------------------------|----|----|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Development          | 24.1                  | 10                                                  | To | 15 | Development Professional IV (Senior Level)                 | Senior executive but not top development executive. Responsible for the execution of development strategy and plans for a complex project or multiple projects. Involved with site selection, underwriting, entitlements, design and construction, financing, marketing strategy, lease-up, and all other aspects of development.                                                                                                                                                                                 |
|                      | 24.2                  | 7                                                   | To | 10 | Development Professional III (Mid Level)                   | Responsible for the day-to-day execution of one complex project or multiple smaller projects. Assists with the identification of new development opportunities and acts as "quarterback" on new leads. Supports senior development professionals with all aspects of development projects including entitlements, underwriting, design and construction, financing, and marketing strategy.                                                                                                                       |
|                      | 24.3                  | 3                                                   | To | 7  | Development Professional II (Junior Level)                 | Role comprises all duties of entry level development professional, but is responsible for more complex analyses and/or multiple development projects. Begins to execute on analyses autonomously and may have responsibility for a smaller development project.                                                                                                                                                                                                                                                   |
|                      | 24.4                  | 0                                                   | To | 3  | Development Professional I (Entry Level)                   | Provides execution support to senior development professionals. Responsible for assisting with analysis and documentation related to entitlements, underwriting, budget preparation, and other aspects of a development project.                                                                                                                                                                                                                                                                                  |
|                      | 24.5                  | 10                                                  | To | 15 | Development/Construction Senior Project Manager            | Role comprises all duties of a Project Manager, but is responsible for more complex projects and/or multiple projects. May manage a team of Project Managers and/or Project Administrators. Incumbents' career path may evolve to include more technical development/construction responsibilities, but oftentimes remain on project management track.                                                                                                                                                            |
|                      | 24.6                  | 3                                                   | To | 10 | Development/Construction Project Manager                   | Responsible for the day-to-day project management of a development or construction project (usually a single project). Develops project plan and budget, monitors project progress, escalates risks to appropriate contacts, and ensures project standards are met. Typically reports to the Senior Project Manager or a mid/senior level development/construction professional. Incumbents' career path may evolve to include more technical development/construction responsibilities, but oftentimes remain on |
|                      | 24.7                  | 0                                                   | To | 3  | Development/Construction Project Administrator             | Provides administrative support to development or construction professionals on the overall management of a project. Coordinates meetings and communications, submits project updates, and assists with budget preparation.                                                                                                                                                                                                                                                                                       |
| Land                 | 41.1                  | 7                                                   | To | 15 | Land Acquisition Professional III/IV (Mid to Senior Level) | Responsible for identifying, evaluating, and securing land for large scale development projects. Negotiates with landowners, brokers, and other stakeholders. Oversees team handling due diligence, market research, and financial analysis. Works closely with legal, engineering, and development teams to ensure compliance.                                                                                                                                                                                   |
|                      | 41.2                  | 0                                                   | To | 7  | Land Acquisition Professional I/II (Entry to Junior Level) | Supports the land acquisition process by conducting research, assisting with due diligence, and coordinating negotiations under the guidance of senior team members. Gathers data, manages documentation, and assists with communications with landowners and other stakeholders.                                                                                                                                                                                                                                 |
| Construction         | 25.1                  | 10                                                  | To | 15 | Construction Professional IV (Senior Level)                | Senior executive but not top construction executive. Responsible for overseeing all construction activity across multiple projects, a region, or product line. Oversees team responsible for scheduling, permitting, contracting, bid packages, and other construction-related activities. Responsible for ensuring that projects adhere to standards, compliance, timeframe, and budget.                                                                                                                         |
|                      | 25.2                  | 7                                                   | To | 10 | Construction Professional III (Mid Level)                  | Responsible for overseeing construction activity for one complex project or multiple smaller projects. With some oversight from senior professionals, owns scheduling, permitting, contracting, bid packages, and the resolution of day-to-day issues.                                                                                                                                                                                                                                                            |
|                      | 25.3                  | 0                                                   | To | 7  | Construction Professional I/II (Entry to Junior Level)     | Supports senior construction professionals across all construction management activities. Typically focused on analytical activities versus project management/administration.                                                                                                                                                                                                                                                                                                                                    |
|                      | 25.4                  | 7                                                   | To | 15 | Superintendent                                             | Onsite supervisor responsible for all aspects of a construction project. Manages contractors and onsite workers. Ensures projects are completed on time, within budget, and in line with compliance and regulations.                                                                                                                                                                                                                                                                                              |
|                      | 25.5                  | 5                                                   | To | 10 | Interior Designer                                          | Responsible for conceptualizing, planning, and executing interior design projects. Works closely with architects and contractors on design plan while adhering to building codes and budgets.                                                                                                                                                                                                                                                                                                                     |
| Portfolio Management | 26.1                  | 10                                                  | To | 15 | Portfolio Management Professional IV (Senior Level)        | Senior executive but not top portfolio management executive. Assists with developing and executing investment strategy and achievement of the investment return objectives. Responsible for portfolio/fund-level analyses and modeling and communicating with investors on performance. May have oversight of a smaller portfolio/fund (not flagship) or a separate account.                                                                                                                                      |
|                      | 26.2                  | 7                                                   | To | 10 | Portfolio Management Professional III (Mid Level)          | Responsible for the execution of portfolio/fund-level analyses. Assesses portfolio performance and makes recommendations to senior portfolio managers. Has strong technical expertise in financial modeling.                                                                                                                                                                                                                                                                                                      |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function                                               | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                                         | Position Description                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------|-----------------------|-----------------------------------------------------|----|----|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        | 26.3                  | 0                                                   | To | 7  | <b>Portfolio Management Professional I/II (Entry to Junior Level)</b>  | Provides support to senior portfolio managers. Prepares portfolio/fund-level analyses, models, and reports for review by senior team members.                                                                                                                                                                                                                                                                                                                   |
|                                                        | 26.4                  | 3                                                   | To | 7  | <b>Fund Administrator</b>                                              | Responsible for the operational and administrative activities of a fund or investment portfolio. Provides support to senior portfolio management professionals. Coordinates across departments including investor relations/reporting, portfolio/fund accounting, and compliance.                                                                                                                                                                               |
| <b>Marketing / Sales (Residential - For Sale Only)</b> | 27.4                  | 15                                                  | To | 20 | <b>Top Marketing/Sales Executive</b>                                   | Develops and leads marketing and sales strategies to achieve revenue targets at for-sale home communities. Manages sales teams and collaborates with internal stakeholders on product positioning, pricing strategies, and customer experience. Builds and maintains relationships with key partners, such as real estate agents, brokers, and advertising agencies. Advises executive team on market trends, customer preferences, and competitor activities.  |
|                                                        | 27.5                  | 7                                                   | To | 15 | <b>Marketing/Sales Professional III/IV (Mid to Senior Level)</b>       | Implements marketing and sales strategies at for-sale home communities. Coordinates marketing campaigns, advertising efforts, and sales activities to attract potential buyers and generate leads. Manages sales teams and provides guidance on sales techniques, customer engagement, and lead conversion. Assists in analyzing market trends, customer preferences, and competitor activities.                                                                |
| <b>Property Management</b>                             | 28.1                  | 10                                                  | To | 15 | <b>Property Management Professional IV (Senior Level - Not Onsite)</b> | Responsible for overseeing the property management function on both operational and strategic levels. Has oversight over a large portfolio of properties across multiple markets, states, or regions. Collaborates closely with asset management, accounting, and leasing teams to optimize property performance, increase property NOI, and enhance property values.                                                                                           |
|                                                        | 28.2                  | 10                                                  | To | 15 | <b>Property Management Professional III (Mid Level - Not Onsite)</b>   | Directs a large portfolio of properties (may have several sub regions). Has primary responsibility for direct supervision of regional managers. Has oversight of capital improvement projects, property budgets, and leasing activity for a specific geographic area or portfolio of properties.                                                                                                                                                                |
|                                                        | 28.3                  | 7                                                   | To | 10 | <b>Regional Property Manager (Not Onsite)</b>                          | Responsible for directing the activities of property management on a day-to-day basis for a region or area. Involved in developing asset budgeting, preparing and administering various operational manuals, and quality control. May have some tenant interaction. Has responsibility for property financials in the region and for tenant/resident satisfaction tracking.                                                                                     |
|                                                        | 28.4                  | 7                                                   | To | 10 | <b>Senior Property Manager (Onsite)</b>                                | Responsible for directing the activities of property management on a day-to-day basis for a large asset or a group of smaller assets. Oversees lower level property management staff in some cases. Has direct contact with tenants and impacts company/tenant relations. Active in the budgeting and budget tracking process, administering various operational policies, and quality control.                                                                 |
|                                                        | 28.5                  | 5                                                   | To | 10 | <b>Property Manager IV (Onsite)</b>                                    | Has onsite day-to-day responsibility for all property (community) management activities for a single property or potentially multiple properties depending on size, location, and type. Oversees property maintenance, tenant relations, property budgets, collections, reporting, tenant improvement activities, and property appearance and condition. Involved with general leasing activities. Manages properties of >1,000,000 SF or >450 units.           |
|                                                        | 28.51                 | 5                                                   | To | 10 | <b>Property Manager III (Onsite)</b>                                   | Has onsite day-to-day responsibility for all property (community) management activities for a single property or potentially multiple properties depending on size, location, and type. Oversees property maintenance, tenant relations, property budgets, collections, reporting, tenant improvement activities, and property appearance and condition. Involved with general leasing activities. Manages properties of 500,001-1,000,000 SF or 301-450 units. |
|                                                        | 28.52                 | 5                                                   | To | 10 | <b>Property Manager II (Onsite)</b>                                    | Has onsite day-to-day responsibility for all property (community) management activities for a single property or potentially multiple properties depending on size, location, and type. Oversees property maintenance, tenant relations, property budgets, collections, reporting, tenant improvement activities, and property appearance and condition. Involved with general leasing activities. Manages properties of 250,000-500,00 SF or 150-300 units.    |
|                                                        | 28.53                 | 5                                                   | To | 10 | <b>Property Manager I (Onsite)</b>                                     | Has onsite day-to-day responsibility for all property (community) management activities for a single property or potentially multiple properties depending on size, location, and type. Oversees property maintenance, tenant relations, property budgets, collections, reporting, tenant improvement activities, and property appearance and condition. Involved with general leasing activities. Manages properties of <250,000 SF or <150 units.             |
|                                                        | 28.6                  | 3                                                   | To | 5  | <b>Assistant Property Manager (Onsite)</b>                             | Performs supporting tasks in all areas of property management. Reports to the Property Manager or Senior Property Manager.                                                                                                                                                                                                                                                                                                                                      |
|                                                        | 28.7                  | 3                                                   | To | 7  | <b>Resident Services Manager</b>                                       | Responsible for the program development, staffing, service delineation, and day-to-day operations of resident services and activities. Position found at properties where resident services are provided, such as senior housing, affordable housing, and large conventional residential complexes. Collects and monitors feedback related to service content and delivery.                                                                                     |
|                                                        | 28.8                  | 3                                                   | To | 7  | <b>Operations Analyst</b>                                              | Responsible for analytics related to property management efficiency and financials. Activities may include market research, identifying trends in tenant needs, analyzing maintenance and capital improvement expenses, and developing pricing models. Role typically works with property management leadership and is not onsite.                                                                                                                              |
|                                                        | 42.1                  | 0                                                   | To | 3  | <b>Concierge</b>                                                       | Onsite customer service representative. Responds to resident/tenant issues and coordinates resolution of problems and follow up. Communicates and coordinates with all vendors and onsite maintenance staff relative to services, maintenance schedules, move-in/move-out, and delivery/scheduling.                                                                                                                                                             |

# 2025 NATIONAL REAL ESTATE COMPENSATION & BENEFITS SURVEY

| Function           | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                                  | Position Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------|-----------------------|-----------------------------------------------------|----|----|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | 42.2                  | 0                                                   | To | 3  | <b>Onsite Administrator</b>                                     | Onsite administrative support responsible for providing assistance to property management and leasing teams. May support certain tasks for leasing, including tours, follow up, and information/document requests. May provide administrative support for property budgets and tracking.                                                                                                                                                                                                                                     |
|                    | 42.3                  | 0                                                   | To | 3  | <b>Tenant Service Coordinator</b>                               | Serves as the primary point of contact for tenants, ensuring excellent customer service and effective communication between property management and tenants. Addresses tenant needs, coordinates building services, and supports the property management team in maintaining tenant satisfaction.                                                                                                                                                                                                                            |
| <b>Leasing</b>     | 29.1                  | 10                                                  | To | 15 | <b>Leasing Professional IV<br/>(Senior Level)</b>               | Senior executive but not top leasing executive. Responsible for leasing strategy and activity for a region, portfolio, or product type. Takes the lead on more complex lease negotiations. Oversees more junior leasing professionals.                                                                                                                                                                                                                                                                                       |
|                    | 29.2                  | 7                                                   | To | 10 | <b>Leasing Professional III<br/>(Mid Level)</b>                 | Mid level professional responsible for leasing activity for group of properties or a single complex property. Works with senior leasing professionals to develop and implement leasing strategy. Negotiates more straightforward leases and may negotiate complex leases with some oversight.                                                                                                                                                                                                                                |
|                    | 29.3                  | 3                                                   | To | 7  | <b>Leasing Professional II<br/>(Junior Level)</b>               | Responsible for day-to-day leasing activity for a smaller group of properties with less complex lease terms. With oversight from senior leasing professionals, manages the leasing process including property tours, documentation, and tenant relations.                                                                                                                                                                                                                                                                    |
|                    | 29.4                  | 7                                                   | To | 10 | <b>Leasing Manager (Onsite)</b>                                 | Responsible for leasing activity for a single asset or multiple assets. Develops and executes leasing strategy for all types of leases. Oversees Leasing Agents. Role has historically been an onsite position, but may be virtual at some companies.                                                                                                                                                                                                                                                                        |
|                    | 29.5                  | 3                                                   | To | 7  | <b>Leasing<br/>Agent/Representative<br/>(Onsite)</b>            | Responsible for qualifying prospective tenants/residents, property tours, maintenance of competitive database, and preparation of lease documents and related paperwork. Assists with the marketing for one or more properties. Role has historically been an onsite position, but may be virtual at some companies.                                                                                                                                                                                                         |
|                    | 29.6                  | 7                                                   | To | 10 | <b>Revenue Manager</b>                                          | Responsible for maximizing revenue and optimizing rental income. Develops and implements pricing strategies, rental rate analysis, and revenue management tactics to achieve revenue targets and maximize property performance. Utilizes data analytics and market research to assess market trends, demand drivers, and competitor pricing strategies. Collaborates with leasing teams and property managers to monitor leasing activity, occupancy rates, and rent collection, and adjusts pricing strategies as needed to |
|                    | 29.7                  | 0                                                   | To | 3  | <b>Lease Administrator</b>                                      | Responsible for the systematic inventory of all lease information and terms. Compiles and coordinates information on new, renewal, modified, extended, or terminated leases, and all other relevant leasing terms and conditions. Prepares reporting for various executives who utilize leasing summaries.                                                                                                                                                                                                                   |
|                    |                       |                                                     |    |    |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Facilities</b>  | 30.1                  | 10                                                  | To | 15 | <b>Facilities Professional IV<br/>(Senior Level)</b>            | Responsible for overseeing facilities activities for a region or product line. Oversees more junior facilities professionals, creates and monitors facilities budget, and ensures compliance across properties.                                                                                                                                                                                                                                                                                                              |
|                    | 30.2                  | 7                                                   | To | 10 | <b>Facilities Professional III<br/>(Mid Level)</b>              | Responsible for the day-to-day facilities management of a larger and more complex asset. Oversees maintenance, building security, capital improvement projects, building logistics, and other matters.                                                                                                                                                                                                                                                                                                                       |
|                    | 30.3                  | 0                                                   | To | 7  | <b>Facilities Professional I/II<br/>(Entry to Junior Level)</b> | Provides day-to-day support for all facilities activities for a single asset. Coordinates with building maintenance, oversees vendors, addresses safety protocols, and handles building logistical matters including building events.                                                                                                                                                                                                                                                                                        |
|                    | 30.4                  | 0                                                   | To | 3  | <b>Groundskeeper/Porter</b>                                     | Responsible for upkeep of landscape and hardscape and general exterior image. Duties may include maintaining clean driveways, parking areas, trash collection areas, common areas, landscape, walkways, pool areas, and snow removal. Usually reports to Maintenance Manager.                                                                                                                                                                                                                                                |
|                    | 30.5                  | 0                                                   | To | 3  | <b>Housekeeper / Custodian /<br/>Janitorial</b>                 | Performs cleaning and upkeep of property common area interiors, including hallways, stairwells, offices, and property amenities. Cleans units after move-out and before move-in. Maintains inventory of cleaning materials.                                                                                                                                                                                                                                                                                                  |
| <b>Maintenance</b> | 43.1                  | 10                                                  | To | 15 | <b>Regional/Portfolio<br/>Maintenance Engineer</b>              | Oversees all maintenance activity across a region or large portfolio of properties. Manages budgets, ensures compliance with safety and quality standards, and monitors projects for timely completion and quality control. Takes lead role on training and vendor management. Works closely with property management and facilities teams.                                                                                                                                                                                  |
|                    | 43.2                  | 7                                                   | To | 10 | <b>Building Engineer/Chief<br/>Engineer</b>                     | Most experienced maintenance professional aligned to a single asset or group of assets. Oversees Maintenance Supervisors and Maintenance Technicians. Responsible for maintenance policies and procedures, standards, budgeting, and contracts. Makes recommendations for capital expenditures. Serves as a technical specialist in HVAC and other building systems.                                                                                                                                                         |



| Function | 2025<br>Position<br># | Typical Years<br>of Experience<br># to # or<br>more |    |    | Position Title                                | Position Description                                                                                                                                                                                                                                                                                                    |
|----------|-----------------------|-----------------------------------------------------|----|----|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | 43.3                  | 5                                                   | To | 10 | <b>Maintenance Supervisor</b>                 | Oversees general maintenance for one or more assets and supervises maintenance engineers/technicians. Responsible for more complex projects. Coordinates all maintenance related and contractor activities.                                                                                                             |
|          | 43.4                  | 3                                                   | To | 5  | <b>Maintenance<br/>Engineer/Technician II</b> | Role comprises all duties of Maintenance Engineer/Technician II, but has more experience and handles more complex requests.                                                                                                                                                                                             |
|          | 43.41                 | 0                                                   | To | 3  | <b>Maintenance<br/>Engineer/Technician I</b>  | Responsible for the general maintenance and orderliness of the property HVAC, mechanical, electrical, utilities, and lighting systems, including inspections and repairs. May direct mechanics, technicians, and outside contractors on assigned projects. Controls inventory of parts and equipment and makes repairs. |
|          | 43.5                  | 0                                                   | To | 3  | <b>Make Ready Maintenance<br/>Tech</b>        | Responds to and supports lower level service requests from residents. Provides maintenance and repairs required for preparing units for occupancy. Provides light maintenance to common areas (lighting, security, and grounds/landscape needs).                                                                        |