## PRINT





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The 2014 edition is the most comprehensive survey of its kind, with record numbers of positions covered!

- Responses from 130 real estate organizations.
- Detailed compensation information for 127 positions. SEE INSIDE FOR COMPLETE LIST.
- Segment comparisons available for all positions (property sector, total capitalization, number of full-time employees).

For ordering information, please contact Megan Peichel at mpeichel@nareit.com

NAREIT is pleased to present the NAREIT 2014 Compensation and Benefits Survey.

Sponsored by NAREIT and conducted by FPL Associates L.P. This survey provides real estate companies, specifically real estate investment trusts (REITs) and real estate operating companies (REOCs), with valuable competitive compensation levels and current information regarding the design, features and administration of compensation programs. In addition, this year's survey requested information on benefits programs.

In particular, this report provides information for three major facets of compensation for 127 positions commonly found in member organizations:



- Base salary (2014);
- Annual incentive award value (for calendar/fiscal year 2013 and typically paid in 2014);
- Long-term incentive award value (for calendar/fiscal year 2013 and commonly granted/awarded in 2014).

The survey illustrates the latest market trends across the real estate industry and broader legislative and corporate governance developments. In addition, the survey contains the results of over 100 unique questions relating to compensation design trends for real estate professionals, as well as a section analyzing key design elements of benefits practices.

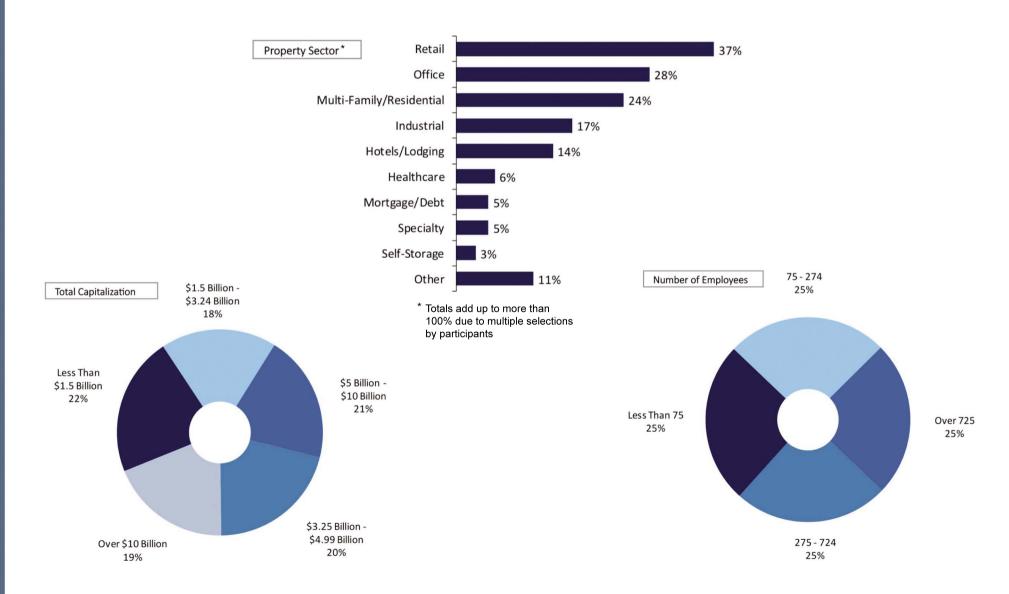
This year's survey had a participation rate of 48 percent, with an all-time record 130 organizations participating. The 96 participating companies that are U.S.-based stock exchange-listed Equity REITs, in aggregate, have an equity market capitalization of approximately \$452 billion. This represents approximately 68 percent of the industry's total equity market capitalization, making this survey the most comprehensive of its kind.





## **Participant Demographics**

The charts below illustrate the composition of this year's participants by property sector classification and company size, as defined by both total capitalization (debt plus equity) and number of full-time employees.



## Segmented compensation data tables available for the following 127 positions

#### **Executive Management**

Chairman of the Board
Chief Executive Officer
Chief Operating Officer
Chief Financial Officer
Chief Administrative Officer
Chief Accounting Officer
General Counsel
Chief Information Officer
Chief Investment Officer

#### **International Positions**

Head/President of Region or Country Senior-Level Executive of Region or Country

#### Senior Management

Regional COO/Regional EVP
Division or Subsidiary President
Head of Internal Audit
Head of Human Resources
Corporate Controller
Head of Risk Management
Corporate Treasurer
Head of Investor Relations
Head of New Business/Development
Head of Portfolio Management

#### **Corporate Services Positions - Accounting**

Assistant Controller
Accounting Manager
Senior Accountant
Staff Accountant
Accounts Receivable/Accounts Payable Supervisor
Accounts Receivable/Accounts Payable Professional

#### **Corporate Services Positions – Administration**

Office Manager Executive Assistant Administrative Assistant Receptionist

**Division Controller** 

#### Corporate Services Positions – Audit and Tax

Internal Auditor Senior Corporate Tax Executive Tax Manager Director of Financial Reporting

## Corporate Services Positions – Budgeting and Planning

Senior-Level Budgeting and Planning Professional Budgeting and Planning Analyst

#### **Corporate Services Positions – Customer Service**

Head of Customer Service/Tenant Relations

#### **Corporate Services Positions - Finance**

VP of Finance Financial Analyst

#### **Corporate Services Positions - Legal**

Associate General Counsel Staff Lawyer Senior Paralegal Paralegal

#### **Corporate Services Positions – Human Resources**

Human Resources Manager Human Resources Generalist Human Resources Coordinator Recruitment Professional Head of Compensation & Benefits HRIS Manager Training & Development Professional

#### **Corporate Services Positions – Marketing**

Head of Marketing Senior-Level Marketing Professional Mid-Level Marketing Professional Communications Director Head of Brand Strategy Market Research Analyst

#### **Corporate Services Positions – Operations**

Operations Director

#### Corporate Services Positions - Payroll

Payroll Manager Payroll Administrator

#### **Corporate Services Positions- Research**

Head of Research

#### Corporate Services Positions - Technology

Head of MIS/IT
MIS/IT Manager
Director of Network & Data Center Services
VP of Application Development
Telecommunications Specialist
Help Desk Professional

#### Real Estate Positions – Architecture & Engineering

Chief Architect/Designer Chief Engineer Building Engineer

#### Real Estate Positions - Asset Management

Head of Asset Management Senior-Level Asset Management Professional Mid-Level Asset Management Professional Associate Asset Management Professional Analyst Asset Management Professional

### Real Estate Positions – Building Ops/Facilities Mgmt

Top Facilities Management Professional Head of Building Ops/Facilities Management Senior-Level Building Ops/Facilities Management Professional

Mid-Level Building Ops/Facilities Management Professional Building Operations Supervisor

Building/Maintenance Operator Security Director

#### **Real Estate Positions – Capital Markets**

Head of Capital Markets Senior-Level Capital Markets Professional Mid-Level Capital Markets Professional Junior-Level Capital Markets Professional

#### **Real Estate Positions - Construction**

Head of Construction Senior-Level Construction Professional Mid-Level Construction Professional Project Manager Construction Superintendent

#### Real Estate Positions – Development

Head of Development Senior-Level Development Professional Mid-Level Development Professional Junior-Level Development Professional

#### Real Estate Positions - Investments

Senior-Level Investment Professional Mid-Level Investment Professional Junior-Level Investment Professional

#### Real Estate Positions – Leasing and Administration

Head of Leasing Senior-Level Leasing Professional Mid-Level Leasing Professional Junior-Level Leasing Professional Manager of Lease Administration Lease Administrator

#### **Real Estate Positions - Property Accounting**

Property Controller
Property Accounting Manager
Property Staff Accountant

#### **Real Estate Positions - Property Management**

Head of Property Management Senior-Level Property Management Professional (Sq. Footage: Over 1.5M)

Mid-Level Property Management Professional (Sq.

Footage: 1-1.5M)

Senior Property Manager (Sq. Footage: 500,000-1M) Property Manager (Sq. Footage: Up to 500,000)

Assistant Property Manager Property Administrator

#### **Real Estate Positions - Property Tax**

Head of Property Tax Property Tax Professional

#### Real Estate Positions - Sales

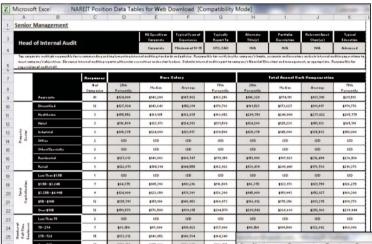
National Sales Manager Internal Sales Manager Internal Sales Wholesaler External Wholesaler Key Account Manager

## Real Estate Positions – Transactions (Acquisitions/Dispositions)

Head of Transactions
Senior-Level Transactions Professional
Mid-Level Transactions Professional
Associate Transactions Professional
Analyst Transactions Professional

## **Sample Pages**

The NAREIT 2014 Real Estate Compensation Survey has been the leading source on total compensation and benefits information for more than 19 years! The visibility and insight delivered by this survey are unparalleled in the industry. You will receive data from the survey representing many types and sizes of companies enabling you to compare and contrast your programs with those of your peers.



The NAREIT 2014 Real Estate
Compensation Survey includes
more than 200 tables on
compensation within the real estate
investment industry.

No other source provides this depth and breadth of research.

The digital version of the Compensation Survey is delivered in two parts that provide an excellent overview and analysis as well as highly useful data tables:

#### Part I

A PDF including all the summaries, trend reports, lists and analysis totaling approximately 60 pages of valuable information

#### Part II

An Excel spreadsheet containing more than 125 worksheets presenting more than 250 compensation tables by job title. Also included is a large summary worksheet containing all the compensation data used to create the tables.

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	Residential	5	\$61,576	\$73,076	\$66,991	\$14,575	\$190,717	\$210,180	\$254,341	1310,206
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