

NAREIT 2014

Compensation Survey

PRINT



or



DIGITAL

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 2014 Compensation Survey

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.

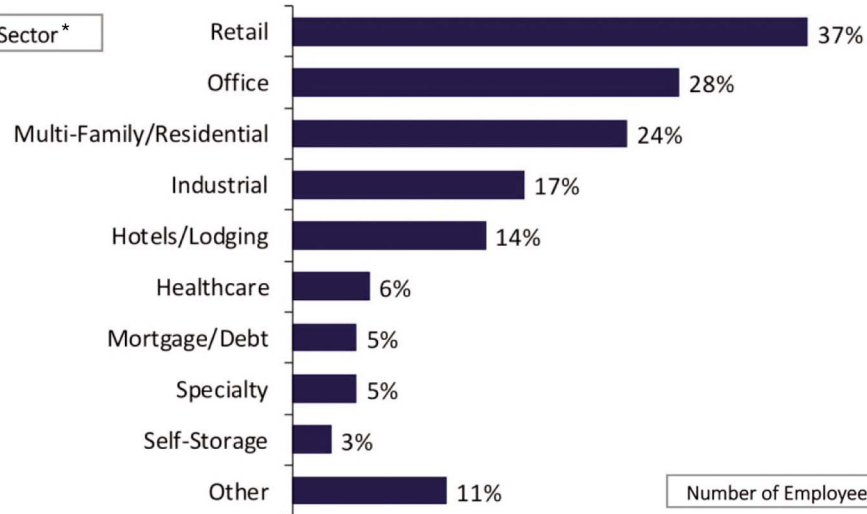


National Association of Real Estate Investment Trusts®
REITs: Building Dividends and Diversification®

Participant Demographics

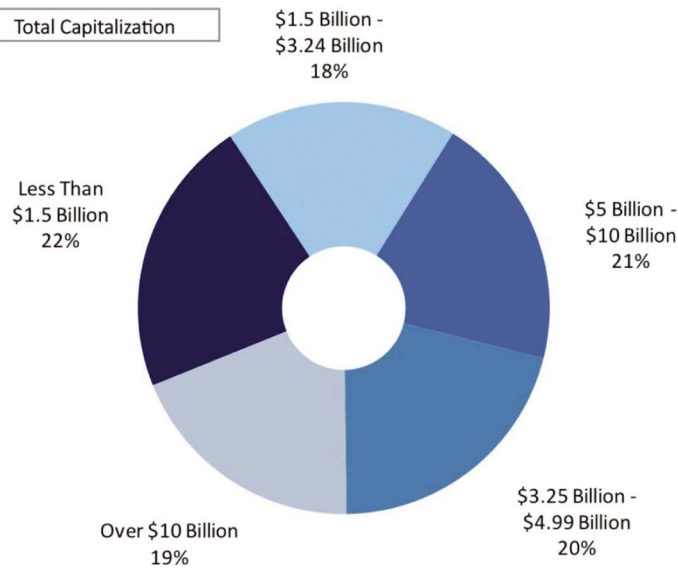
The charts below illustrate the composition of this year's participants by property sector classification and company size, as defined by both total capitalization (debt plus equity) and number of full-time employees.

Property Sector*

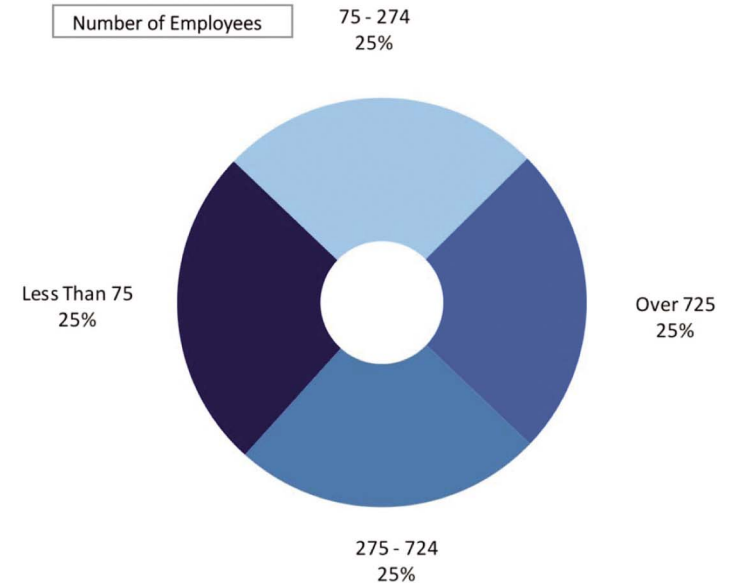


* Totals add up to more than 100% due to multiple selections by participants

Total Capitalization



Number of Employees



NAREIT 2014 Compensation Survey

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

Division Controller
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

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

NAREIT 2014 Compensation Survey

2014 Compensation Survey Pricing:

	Print Edition	Digital Edition*	Both	Your Order		
				Qty.	Cost	
Corporate Members:	\$2,000 (67% discount)	\$2,750 (59% discount)	\$3,250 (55% discount)			
Individual Members	\$3,000 (50% discount)	\$3,750 (44% discount)	\$4,250 (41% discount)			
Non-Members	\$6,000	\$6,750	\$7,250			
Extra Copies for Corporate Member Survey Participants	\$500	\$750	\$1,000			
2013 Survey	50% off prices above	Not Available	Not Available			
<p>The digital or print editions may not be reproduced, re-distributed, sold, lent, licensed or otherwise transferred without the prior written consent of NAREIT. All sales are final and no refunds will be issued.</p>				6% Sales Tax (DC Only)	----	
				Print Edition Shipping \$20 per Copy		
				TOTAL AMOUNT DUE		

* Digital Edition includes one-time use of a digital password to download the survey contents.

NAME: _____ TITLE: _____
 COMPANY: _____
 STREET ADDRESS: _____
 CITY: _____ STATE: _____ ZIP/POSTAL CODE: _____
 COUNTRY: _____
 TELEPHONE: _____ FAX: _____
 E-MAIL: _____

PAYMENT INFORMATION:

Check Enclosed (payable to NAREIT)

Credit Card:

Visa Mastercard American Express

Account Number: _____ Exp. Date: _____

Name on Card: _____

Signature: _____

3 Ways To Place Your Order

1 Email: mpeichel@nareit.com

3 Fax: (202) 739-9401

2 Mail: NAREIT – Attn: Megan Peichel
 1875 I Street, NW, Suite 600
 Washington, D.C. 20006