

Pearl Meyer

2026 NAHMA Affordable Housing Industry Compensation Survey

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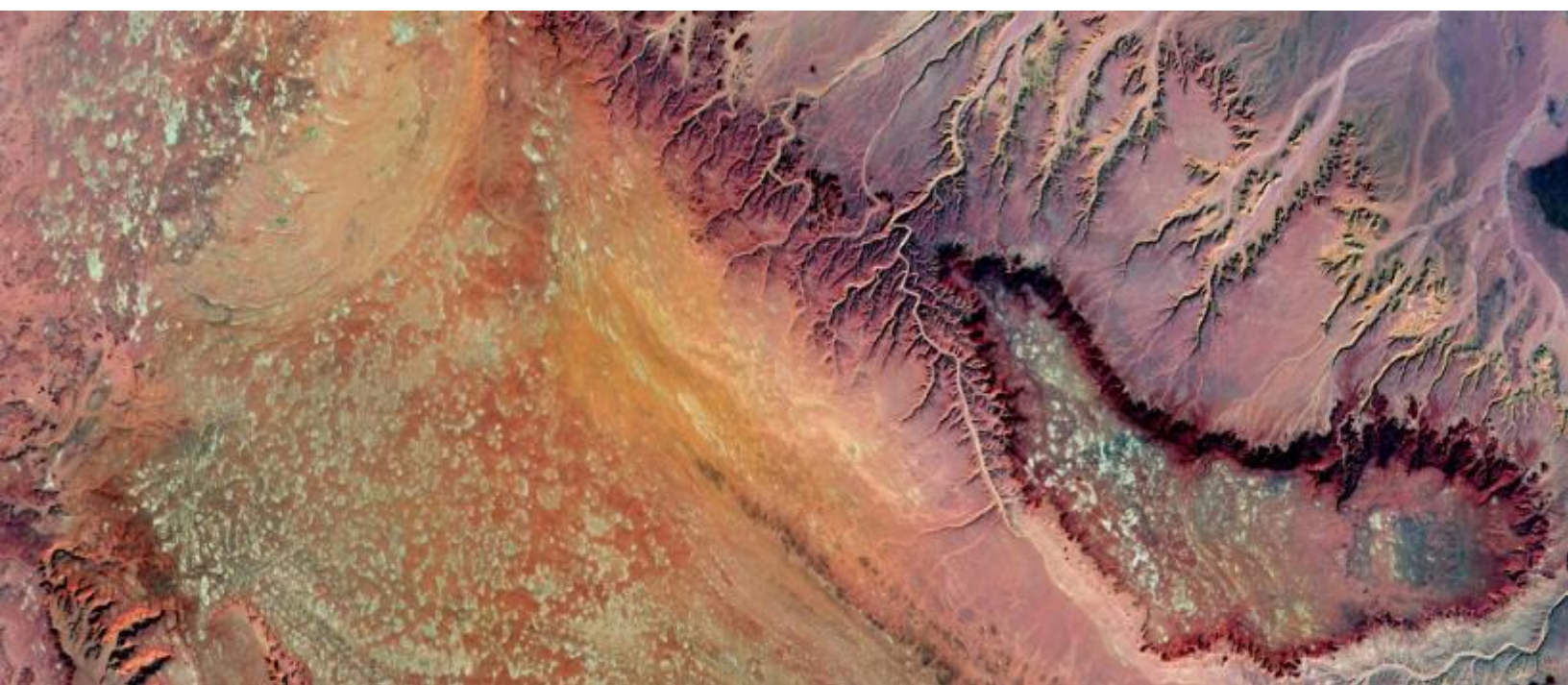


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Pearl Meyer is pleased to present the 2026 NAHMA Affordable Housing Compensation Survey report. This report provides affordable housing real estate companies with current information on key organization metrics and compensation program structure/design characteristics. In addition, competitive compensation levels are provided for over 150 positions.

A total of 92 companies participated in the survey. We extend our sincere appreciation to all participating companies for providing valuable information, which has enabled us to perform an extensive examination of compensation within the affordable housing real estate industry. We hope this report serves as a valuable benchmarking resource to compare your company's compensation program and pay practices to the market.



Survey effective date:

The data contained within this survey is effective as of May 1, 2026.

Our objectives are to:

- + Be the highest quality compensation survey representing the community of affordable real estate organizations.
- + Provide meaningful data to support participants' compensation decision-making processes.
- + Support our participants' needs for custom and special reports.

Confidentiality

All survey data submitted for this survey was provided on the basis that each participant's data is fully protected. Protection of confidentiality extends not only to compensation data, but also to any kind of observation, or form of analysis that could serve to identify a company by its data to an experienced person in the field. The objective of this report is to provide maximum information and value without in any way disclosing information that could be specifically associated with an individual survey participant.

Data is reported in aggregated form only, ensuring confidentiality of company provided information.

Data is only provided when five or more organizations report on a particular statistic.

Any special "cuts" of the data require a minimum of five organizations in the selected subset to mask and protect the identity of any given participant. Furthermore, no one organization in the subset may represent more than 25% of the population in the subset.

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.

Our objectives are to provide:

Legendary Quality - Job matching guidelines with job descriptions, automated quality assurance routines, and extensive testing and probing are standard features in our extensive quality assurance program.

Superior Service - Every client is assigned a personal Account Manager chartered with providing attentive and knowledgeable service throughout the year!

Timeliness - When you participate in any survey managed by Pearl Meyer, you can count on receiving your survey results on time. You meet your commitments because we meet our commitments.

As always, we appreciate your efforts and commitment.

Sincerely,

The Pearl Meyer Survey Team

Pearl Meyer

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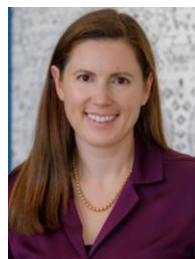
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About NAHMA

The National Affordable Housing Management Association (NAHMA) is the leading voice for affordable housing management, advocating on behalf of multifamily property managers and owners whose mission is to provide quality affordable housing. NAHMA supports legislative and regulatory policy that promotes the development and preservation of decent and safe affordable housing, is a vital resource for technical education and information, and fosters strategic relations between government and industry. NAHMA's membership represents 75% of the affordable housing industry and includes its most distinguished multifamily owners and management companies. Visit www.nahma.org for more information.

Mission Statement

NAHMA's mission is to promote development and preservation of quality affordable multifamily housing by advancing legislative and regulatory policy and preparing affordable housing professionals to succeed in evolving economic and political environments.

NAHMA Office

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Alexandria, VA 22314
703-683-8630

www.nahma.org



Participating Companies



- + 3CDC*
- + A Community of Friends*
- + ABHM (American Baptist Homes of the Midwest)*
- + Abode Services*
- + Advanced Living Management & Development Inc.
- + Aeon*
- + Affordable Homes & Communities (AHC)*
- + American Apartment Management Co., Inc.
- + Amherst Holdings, LLC
- + Arbor Realty Trust, Inc.*
- + Asbury Communities, Inc.*
- + AvalonBay Communities, Inc.*
- + AWI Management Corp
- + Bellwether Enterprise Real Estate Capital, LLC
- + Bellwether Housing*
- + Beyond Shelter, Inc.*
- + BRIDGE Housing Corporation*
- + Broadstone Net Lease, Inc.
- + Burbank Housing Development Corp*
- + California Community Reinvestment Corporation*
- + CBRE Group, Inc.*
- + Central City Concern
- + Colorado Coalition for the Homeless
- + Community Preservation and Development Corporation*
- + Community Reinvestment Fund, Inc.*
- + Comstock Holding Companies, Inc.*
- + Covenant House*
- + CRM Residential
- + Cushman & Wakefield, Inc.
- + DePaul Adult Care Communities Inc*
- + Doe Fund, Inc.*
- + Elme Communities*
- + Enterprise Community Partners
- + Essex Property Trust, Inc.*
- + Family Housing Fund*
- + Gilbane, Inc.
- + Gorman & Company LLC
- + Hispanic Housing Development Corporation
- + Jamboree Housing*
- + JBG SMITH Properties*

Participating Companies

- + JBG SMITH Properties*
- + Jones Lang LaSalle Incorporated (JLL)*
- + Kennedy-Wilson Holdings, Inc.*
- + L&M Development Partners
- + Local Initiatives Support Corp.*
- + Lutheran Homes of South Carolina Inc*
- + LV Property Management
- + Massachusetts Housing Investment Corp*
- + Maui Land & Pineapple Company, Inc.*
- + McCormack Baron Management, Inc.
- + Menorah Housing Foundation
- + Mercy Housing, Inc.*
- + Merritt Community Capital Corp*
- + Methodist Retirement Communities*
- + MidPen Housing Corporation*
- + Midwest Housing Equity Group Inc*
- + Mississippi Methodist Senior Services Inc*
- + Montgomery Housing Partnership
- + National Church Residences
- + National CORE
- + National Equity Fund Inc*
- + Nevada H.A.N.D.
- + Newmark Group, Inc.*
- + Northwest Real Estate Capital Corp.
- + Ohio Capital Corporation for Housing*
- + ON LOK, INC.*
- + Pacific Retirement Services Inc*
- + Preservation of Affordable Housing Inc*
- + Ready Capital Corp.*
- + Redwood Trust, Inc.*
- + REINVESTMENT FUND*
- + Related Group
- + Related Management Co.
- + Satellite Affordable Housing Associates*
- + Seldin Company
- + SELF HELP ENTERPRISES*
- + Springpoint Senior Living Inc*
- + St Barnabas Health System Inc*
- + Starwood Property Trust, Inc.*
- + Sundance Bay

Participating Companies



- + The Community Builders, Inc.*
- + The Community Preservation Corporation
- + The John Stewart Company
- + The Marian Group
- + The Schochet Companies
- + Vesta Corporation
- + Viridian Management
- + Vitus
- + Westminster Communities of Florida
- + Westminster Company
- + WinnCompanies
- + Wisconsin Management Company, Inc.
- + Woodmere Senior Citizens Housing

*Data from Schedule 14A Proxy Statements and/or Form 990

Note: A total of 92 organizations participated in the survey. Listed above are those who gave their consent to be named as participants.

Organization Information

| Organization Information | All Institutions | NAHMA | ASHA | BOMA | Other |
|---|------------------|-------|-------|-------|-------|
| Number of Companies | 126 | 36 | 26 | 38 | 71 |
| What is your company's ownership status? | | | | | |
| Public | 10.6% | 2.8% | 7.7% | 7.9% | 17.1% |
| Private/For-Profit | 75.6% | 69.4% | 76.9% | 78.9% | 71.4% |
| Not-For-Profit | 13.0% | 27.8% | 15.4% | 10.5% | 11.4% |
| Other | 0.8% | | | 2.6% | |
| Which of the following classifications describe your company? (Check all that apply) | | | | | |
| Affordable Housing Company | 32.8% | 93.8% | 52.6% | 16.2% | 22.7% |
| Community Development Finance Institution (CDFI) | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Construction/Engineering Company | 13.1% | 21.9% | 0.0% | 21.6% | 16.7% |
| Homebuilder | 4.1% | 0.0% | 0.0% | 0.0% | 0.0% |
| Housing Authority | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Mortgage Finance Company/Lender | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Owner/Operator/Developer | 50.0% | 50.0% | 68.4% | 64.9% | 48.5% |
| Real Estate Developer | 28.7% | 31.3% | 26.3% | 35.1% | 30.3% |
| Real Estate Investment Manager (REIM) | 10.7% | 0.0% | 0.0% | 18.9% | 10.6% |
| Real Estate Investment Trust (REIT) | 12.3% | 0.0% | 0.0% | 13.5% | 19.7% |
| Real Estate Operating Company (REOC) | 12.3% | 0.0% | 0.0% | 21.6% | 10.6% |
| Real Estate Private Equity Firm | 4.1% | 0.0% | 0.0% | 0.0% | 0.0% |
| Real Estate Services/Brokerage Firm | 11.5% | 0.0% | 0.0% | 24.3% | 10.6% |
| Tax-Credit Syndicator | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | 9.0% | 0.0% | 0.0% | 0.0% | 9.1% |

NAHMA (National Affordable Housing Management Association) : Affordable Housing data breakout

ASHA (American Seniors Housing Association) : Seniors Housing data breakout

BOMA (Building Owners and Managers Association) : Healthcare data breakout

Annual Incentives (Cash Bonus)

| Annual Incentives (Cash Bonus) | All Institutions | NAHMA | ASHA | BOMA | Other |
|--|------------------|-------|--------|-------|-------|
| Does your company have an annual incentive program? | | | | | |
| Yes | 80.3% | 60.6% | 73.9% | 78.9% | 88.2% |
| No | 19.7% | 39.4% | 26.1% | 21.1% | 11.8% |
| Which of the following organization levels are eligible to receive an annual incentive award? (Check all that apply) | | | | | |
| Executive Management | 87.2% | 85.0% | 94.1% | 93.3% | 86.7% |
| Division/Function Heads | 93.6% | 90.0% | 94.1% | 96.7% | 95.0% |
| Senior Level Professionals | 93.6% | 90.0% | 88.2% | 96.7% | 96.7% |
| Mid-Level Professionals | 88.3% | 90.0% | 82.4% | 90.0% | 90.0% |
| Junior Level Professionals | 75.5% | 70.0% | 58.8% | 70.0% | 76.7% |
| Which of the following organization levels have a pre-established target annual incentive opportunity? (Check all that apply) | | | | | |
| Executive Management | 60.7% | 52.6% | 100.0% | 66.7% | 62.7% |
| Division/Function Heads | 69.7% | 63.2% | 100.0% | 77.8% | 69.5% |
| Senior Level Professionals | 66.3% | 57.9% | 85.7% | 74.1% | 69.5% |
| Mid-Level Professionals | 58.4% | 57.9% | 78.6% | 63.0% | 57.6% |
| Junior Level Professionals | 43.8% | 36.8% | 57.1% | 44.4% | 44.1% |
| Not Applicable - Company Does Not Utilize Target Annual Incentive Opportunities | 22.5% | 26.3% | 0.0% | 18.5% | 22.0% |

Compensation by Position

The data in this section is effective as of May 1, 2026 and represents over 150 key positions within affordable housing real estate companies. The data is organized by position and broken out into the categories listed below. It is important to note that the number of companies reported within a category may not equal the aggregate number of companies for a particular position. In the platform type, property type and incumbent location categories, a company is counted for each of their business classification, each asset included in their portfolio and each geographic region in which they have an incumbent(s). Additionally, some companies chose to keep certain information confidential (i.e., revenue, number of employees), resulting in their exclusion from the category.

- + **Aggregate**
- + **Ownership Status (Public, Private/For-Profit, Not-For-Profit)**
- + **Incumbent Location (Northeast, Midwest, South, West)**
- + **Revenue (Under \$150 Million, \$150 Million - \$300 Million, Over \$300 Million)**
- + **Number of Employees (Under 100, 100 – 600, Over 600)**

Location cuts are defined as follows:

- + **Northeast** (*Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont*)
- + **Midwest** (*Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin*)
- + **South** (*Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia*)
- + **West** (*Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming*)

For each position, survey participants were asked to report the information listed below. In the event multiple incumbents occupy the same position, participants were asked to report individual incumbent data as opposed to average or median values.

Compensation Data

- Base Salary
- Eligibility for Annual Incentive (Cash Bonus) Award
- Actual Annual Incentive (Cash Bonus) Award (based on 2025 performance)
- Eligibility for Long-Term Incentive Award
- Actual Long-Term Incentive Award

Incumbent Information

- Zip Code
- Job Description Degree of Match

It is important to note that the 2026 information is based on both survey responses and proxy/Form 990 data.

Assessing the Compensation by Position Data

The particular components of pay, for which statistics have been provided for each position, include:

- + Base Salary
- + Annual Incentive Award
- + Total Annual Cash Compensation (*Base Salary + Annual Incentive Award*)
- + Long-Term Incentive Award
- + Total Direct Compensation (*Base Salary + Annual Incentive Award + Long-Term Incentive Award*)

Base salary is effective as of May 1st, 2026.

Annual incentive award represents cash bonuses paid for a given calendar/fiscal year, inclusive of commissions. These may have been paid at the end of the given calendar/fiscal year or early the following year. *It is important to note that statistics for annual incentive award include only those observations for which an annual incentive award (and/or target) was reported and do not include a value of zero in circumstances when an award was not provided.*

Total annual cash compensation for an individual employee is the sum of base salary and annual incentive award. When the statistics for total annual cash compensation are similar to, or the same as, the statistics for base salary, this indicates that few, if any, companies reported annual incentive awards for the position. *However, it is important to note that total annual cash compensation, when reported as an aggregate for five or more companies, is a separate statistical calculation and not simply the sum of the statistics for base salary and annual incentive award. Because not all incumbents in a given position may receive annual incentive awards, and the statistics for annual incentive award include only "receivers," it is inappropriate to simply add the statistics for base salary and annual incentive award.*

Assessing the Compensation by Position Data

Long-term incentive award represents the sum of the value of stock options at the time of grant (as calculated by the company, using its preferred option valuation method), the market value of restricted stock at the time of grant, and the value of any other long-term incentive award vehicles (such as promote/carried interest [profits interest] or dividend equivalents). Generally, the long-term incentive award paid in a given calendar/fiscal year is compensation for the prior calendar/fiscal year's performance. *It is important to note that statistics for long-term incentive award include only those observations for which a long-term incentive award (and/or target) was reported and do not include a value of zero in circumstances when an award was not provided.*

Total direct compensation for an individual employee is the sum of all components of pay (base salary + annual incentive award + long-term incentive award). When the statistics for total direct compensation are similar to, or the same as, the statistics for total annual cash compensation, this indicates that few, if any, companies reported long-term incentive awards for the position. *However, it is important to note that total direct compensation, when reported as an aggregate for five or more companies, is a separate statistical calculation and not simply the sum of the statistics for total annual cash compensation and long-term incentive award. Because not all incumbents in a given position may receive long-term incentive awards, and the statistics for long-term incentive award include only "receivers," it is inappropriate to simply add the statistics for total annual cash compensation and long-term incentive award.*

At least five companies must report data for each component of pay displayed in order to provide meaningful 25th percentile, median, average, and 75th percentile statistics. "ISD" is shown in circumstances where there is insufficient data (i.e., fewer than five observations).

The following statistics are provided for each component of pay:

- + 25th Percentile – The data point at which 25% of the observations are at or below this value, and 75% of the observations are at or above this value.
- + Median – The data point at which 50% of the observations are at or below this value, and 50% of the observations are at or above this value.
- + Average – The data point derived by adding all of the observations together and dividing by the total number of observations.
- + 75th Percentile – The data point at which 75% of the observations are at or below this value, and 25% of the observations are at or above this value.

An average observation greater than the median or 75th percentile indicates that the data is skewed toward the higher end of the distribution. An average observation less than the median or 25th percentile indicates that the data is skewed toward the lower end of the distribution.

Survey participants were asked to indicate if their company's position entails more, equal, or less responsibility than the listed job description. The following range was used for this assessment of the degree of match:

- + 80% - Responsibilities considerably less than job description
- + 90% - Responsibilities less than job description
- + 100% - Responsibilities equal match with job description
- + 110% - Responsibilities more than job description
- + 120% - Responsibilities considerably more than job description

Compensation By Position Report

| Number of Employees, Location,
Revenue,Ownership and Role | Mid-Level Property Management Professional (PROPM3) | | | | | | | |
|--|---|------------------------|-------------------------|-------------|---|--------------------------------------|--|-----------------------|
| | Property Management | | | | | | | |
| | | Number of
Companies | Number of
Incumbents | Base Salary | Annual
Incentive
Avg Award (Excl \$0) | Total Annual
Cash
Compensation | Long-Term
Incentive
Award (Excl \$0) | Total
Compensation |
| Aggregate | Average | 20 | 856 | \$104,068 | \$8,115 | \$108,294 | ISD | \$108,391 |
| | 25th %ile | | | \$90,000 | \$3,000 | \$91,982 | ISD | \$91,982 |
| | Median | | | \$100,000 | \$6,000 | \$104,000 | ISD | \$104,000 |
| | 75th %ile | | | \$114,275 | \$11,630 | \$119,196 | ISD | \$119,500 |
| Under 100 Employees | Average | 2 | 7 | ISD | ISD | ISD | ISD | ISD |
| | 25th %ile | | | ISD | ISD | ISD | ISD | ISD |
| | Median | | | ISD | ISD | ISD | ISD | ISD |
| | 75th %ile | | | ISD | ISD | ISD | ISD | ISD |
| 100 - 600 Employees | Average | 8 | 94 | \$115,993 | \$10,479 | \$121,957 | ISD | \$121,957 |
| | 25th %ile | | | \$95,680 | \$7,500 | \$99,000 | ISD | \$99,000 |
| | Median | | | \$114,275 | \$10,000 | \$117,984 | ISD | \$117,984 |
| | 75th %ile | | | \$128,544 | \$14,386 | \$142,800 | ISD | \$142,800 |
| Over 600 Employees | Average | 8 | 170 | \$99,078 | \$7,677 | \$104,992 | ISD | \$104,992 |
| | 25th %ile | | | \$90,000 | \$2,975 | \$92,766 | ISD | \$92,766 |
| | Median | | | \$97,603 | \$5,010 | \$103,672 | ISD | \$103,672 |
| | 75th %ile | | | \$106,646 | \$9,370 | \$113,300 | ISD | \$113,300 |
| Northeast | Average | 8 | 134 | \$119,052 | \$9,641 | \$123,493 | ISD | \$123,919 |
| | 25th %ile | | | \$102,838 | \$5,400 | \$102,838 | ISD | \$102,838 |
| | Median | | | \$115,000 | \$9,166 | \$119,600 | ISD | \$120,069 |
| | 75th %ile | | | \$130,000 | \$13,165 | \$139,050 | ISD | \$139,050 |
| Midwest | Average | 6 | 72 | \$98,303 | \$12,139 | \$103,546 | ISD | \$103,546 |
| | 25th %ile | | | \$86,400 | \$8,640 | \$93,280 | ISD | \$93,280 |
| | Median | | | \$93,000 | \$9,899 | \$101,222 | ISD | \$101,222 |
| | 75th %ile | | | \$107,120 | \$15,161 | \$114,692 | ISD | \$114,692 |
| South | Average | 6 | 311 | \$100,344 | \$10,659 | \$107,730 | ISD | \$107,730 |
| | 25th %ile | | | \$88,081 | \$4,939 | \$92,700 | ISD | \$92,700 |
| | Median | | | \$95,511 | \$9,000 | \$103,000 | ISD | \$103,000 |
| | 75th %ile | | | \$108,150 | \$14,420 | \$119,500 | ISD | \$119,500 |
| West | Average | 10 | 338 | \$99,972 | \$4,540 | \$101,681 | ISD | \$101,812 |
| | 25th %ile | | | \$90,000 | \$2,700 | \$90,000 | ISD | \$90,000 |
| | Median | | | \$95,500 | \$3,004 | \$98,289 | ISD | \$98,289 |
| | 75th %ile | | | \$106,911 | \$5,000 | \$109,219 | ISD | \$110,000 |
| Revenue Under \$150 Million | Average | 8 | 60 | \$107,946 | \$10,517 | \$113,729 | ISD | \$113,729 |
| | 25th %ile | | | \$90,893 | \$6,949 | \$95,040 | ISD | \$95,040 |
| | Median | | | \$107,120 | \$10,000 | \$107,952 | ISD | \$107,952 |
| | 75th %ile | | | \$120,000 | \$14,420 | \$128,031 | ISD | \$128,031 |
| Revenue \$150 Million - \$300 Million | Average | 3 | 30 | ISD | ISD | ISD | ISD | ISD |
| | 25th %ile | | | ISD | ISD | ISD | ISD | ISD |
| | Median | | | ISD | ISD | ISD | ISD | ISD |
| | 75th %ile | | | ISD | ISD | ISD | ISD | ISD |
| Revenue Over \$300 Million | Average | 5 | 156 | \$107,577 | \$8,097 | \$114,883 | ISD | \$114,883 |
| | 25th %ile | | | \$90,300 | \$4,046 | \$95,206 | ISD | \$95,206 |
| | Median | | | \$102,000 | \$7,500 | \$109,016 | ISD | \$109,016 |
| | 75th %ile | | | \$117,001 | \$11,302 | \$122,150 | ISD | \$122,150 |
| Private | Average | 12 | 222 | \$109,500 | \$9,175 | \$115,678 | ISD | \$115,678 |
| | 25th %ile | | | \$92,700 | \$3,406 | \$97,840 | ISD | \$97,840 |
| | Median | | | \$105,000 | \$7,500 | \$110,000 | ISD | \$110,000 |
| | 75th %ile | | | \$120,000 | \$13,500 | \$127,731 | ISD | \$127,731 |
| Not-for-Profit | Average | 6 | 49 | \$94,034 | \$6,180 | \$96,843 | ISD | \$96,843 |
| | 25th %ile | | | \$86,486 | \$3,000 | \$89,729 | ISD | \$89,729 |
| | Median | | | \$91,125 | \$5,010 | \$94,242 | ISD | \$94,242 |
| | 75th %ile | | | \$97,714 | \$9,370 | \$106,000 | ISD | \$106,000 |
| Commercial | Average | 3 | 50 | ISD | ISD | ISD | ISD | ISD |
| | 25th %ile | | | ISD | ISD | ISD | ISD | ISD |
| | Median | | | ISD | ISD | ISD | ISD | ISD |
| | 75th %ile | | | ISD | ISD | ISD | ISD | ISD |
| Residential | Average | 13 | 445 | \$101,766 | \$7,778 | \$106,160 | ISD | \$106,160 |
| | 25th %ile | | | \$86,858 | \$3,000 | \$89,250 | ISD | \$89,250 |
| | Median | | | \$94,036 | \$6,300 | \$98,289 | ISD | \$98,289 |
| | 75th %ile | | | \$110,000 | \$11,302 | \$115,361 | ISD | \$115,361 |