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Ferguson Partners

Canadian Real Estate Compensation Survey

Including Benefits
Program Design and
a Section on Workforce
Development

2025



2025 REALPAC Compensation Survey

REALPAC is proud to present the 2025 Canadian Real Estate Compensation Survey, a comprehensive analysis designed to equip real estate companies with the insights they need to stay competitive in today's dynamic market. Sponsored by REALPAC and conducted by Ferguson Partners, this year's survey delves into compensation levels, design, and administration, with a special focus on benefits program design and a section on workforce development. In particular, this report provides information for three major facets of compensation for 213 positions commonly found in REALPAC member organizations:

- Base salary (2025)
- Annual incentive award value (for calendar/fiscal year 2024)
- Long-term incentive award value (for calendar/fiscal year 2024)

We extend our sincere appreciation to all participating organizations for providing valuable information, which has enabled us to perform a comprehensive examination of compensation within the Canadian real estate industry.

On April 9, 2025, we invited REALPAC members to take part in this year's compensation survey, with responses due by July 3, 2025. We are pleased to report that fifty-nine (59) organizations participated, representing a 47% response rate.

Sincerely,

Carolyn Lane

VP, Member Engagement &
Chief Operating Officer
REALPAC

Lindsay Wilhusen

Managing Director
Head of Survey Practice
Ferguson Partners

Participating Companies

Below is a list of the 59 organizations who participated in the 2025 REALPAC Canadian Real Estate Compensation Survey

Adgar Canada Inc.	Fengate Real Asset Investments	Penguin Services Inc.
Artis REIT	First Capital REIT	PROREIT
Aspen Properties	First National Financial	Pure Industrial
Beedie	Fitzrovia Residential Inc.	QuadReal Property Group
BentallGreenOak	Forum Asset Management	Realstar Corp.
Bosa Properties Inc	Granite REIT	RioCan REIT
Brookfield Properties (Canada) Inc.	GWL Realty Advisors	Salthill Capital
Cadillac Fairview Corporation Limited	Hazelview Investments	Seasons Retirement Communities
CanFirst Capital Management	Healthcare of Ontario Pension Plan (HOOPP)	Sienna Senior Living Inc.
CBRE Limited	Hines Canada	SmartCentres REIT
Centurion Asset Management	Homestead Land Holdings Limited	Starlight Group Property Holdings
Choice Properties REIT	Hopewell Development	The Minto Group
Colliers International	InterRent REIT	Triovest Inc.
Cominar REIT	JLL Real Estate Services Canada Inc	
Crestpoint Real estate Investments Ltd.	Killam Apartment REIT	
Crombie REIT	Kindred Works	
Crown Realty Partners	LaSalle Investment Management	
CT REIT	Manulife Financial	
Cushman & Wakefield	Menkes Developments Ltd.	
Dorsay Development Corporation	Nicola Wealth Management Ltd	
Dream Unlimited	Northview REIT	
EllisDon	Northwest Healthcare Properties REIT	
Epic Investment Services	Oxford Property Group	

Compensation by Position

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Chief Operating Officer		Senior Corporate Tax Executive	
Chief Financial Officer		Tax Manager	
Chief Accounting Officer		Tax Professional	
General Counsel		Director of Financial Reporting	
Chief Information Officer/Chief Technology Officer		Financial Reporting Manager	
Chief Investment Officer			
Chief Human Resources Officer			
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Executive/Senior Vice-President		Communications Professional	
Division or Subsidiary President		Graphic Designer	
Regional/Business Unit Manager			
Head of Human Resources		 Corporate Services Positions – Customer Service	 ...161
Corporate Controller		Customer Service Manager	
Corporate Treasurer		Customer Service Supervisor	
Head of New Business/Development		Customer Service Representative	
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Assistant Controller		Mid-Level Sustainability Professional	
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Senior Accountant			
Staff Accountant		 Corporate Services Positions – Finance	 ...175
Accounting Clerk		VP, Finance	
Mid-Level Accounts Receivable/Payable Professional I		Mid-Level Finance Professional	
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Business Process Improvement		Human Resources Manager	
Office Manager		Human Resources Generalist	
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Executive Assistant II (Non-C-Suite)		Training & Development Professional	
Administrative Assistant		Recruitment Professional	
Receptionist		Compensation & Benefits Professional	
		Junior Compensation & Benefits Professional	
		HRIS Analyst	

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Social Media Professional		Mid-Level Web Development Professional	
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Analyst – Research Professional		Real Estate Positions – Accounting Portfolio/Fund	...289
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		Building Engineer	
		Architectural Technician/Designer	

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Senior Associate – Asset Management Professional		Senior Associate – Development Professional	
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Head of Building Ops./Facilities Mgmt.		Senior-Level Investments Professional	
Senior-Level Building Ops./Facilities Mgmt. Professional		Mid-Level Investments Professional	
Mid-Level Building Ops./Facilities Mgmt. Professional		Associate – Investments	
Building Operations Supervisor		Analyst – Investments	
Senior Building/Maintenance Operator			
Building/Maintenance Operator I			
Building/Maintenance Operator II			
Building Superintendent			
General Facilities/Maintenance Employee I			
General Facilities/Maintenance Employee II			
General Facilities/Custodial Employee			
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Senior-Level Construction Professional		Senior-Level Leasing Professional	
Mid-Level Construction Professional I		Mid-Level Leasing Professional I	
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Senior Associate – Construction Professional		Junior-Level Leasing Professional	
Associate – Construction Professional		Manager of Lease Administration	
Analyst/Coordinator – Construction Professional		Specialty Leasing	
Tenant Project Manager		Administrator/Coordinator – Leasing Professional	
Construction Estimator			
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(Sq. Ft. Over 1.5M)		Senior Associate – Transactions Professional	
Mid-Level Property Management Professional		Associate - Transactions Professional	
(Sq. Ft. 500,000-1.5M)		Analyst - Transactions Professional	
Junior-Level Property Management – Professional			
(Sq. Ft. Up to 500,000)			
General Manager			
Assistant Property Manager			
Senior Property Administrator			
Property Administrator			
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Multi-Site Property Manager (complex properties)			
Multi-Site Property Manager (standard/stabilized properties)			
Senior-Level Property Mgmt Professional (complex property)			
or (stabilized 500+ units)			
Mid-Level Property Mgmt Professional (complex property)			
or (stabilized 100-500 units)			

Compensation by Position

Real Estate Positions - Security

Security & Life/Safety Coordinator	Alternate Title(s)	Typical Years of Experience	Typically Report To	Portfolio Description	Relevant Asset Class(es)	Typical Education
	Coordinator	3-5	S&L/Safety Spvsr.	N/A	MF, Off., Ind., Ret.	High School

Responsible for maintenance of security and life safety systems of the property. Tests and evaluates mechanical equipment and alarm systems. Ensures tenants' familiarity with emergency procedures and coordinates security needs for special events.

		Responses	Base Salary				Total Annual Cash Compensation			
		# of Companies	25th Percentile	Median	Average	75th Percentile	25th Percentile	Median	Average	75th Percentile
Asset Class	Aggregate	7	\$51,103	\$60,047	\$61,252	\$72,607	\$51,103	\$60,047	\$63,741	\$76,045
	Diversified/Combined	4	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Multi-Family Residential	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Office and Industrial	3	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Retail	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Geographic Location	Alberta	2	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Atlantic Canada	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	British Columbia	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Manitoba	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Ontario	5	\$58,072	\$65,186	\$67,313	\$77,618	\$58,072	\$75,147	\$71,705	\$83,618
	Quebec	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Number of Full-Time Employees	Less than 150	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	150 - 499	2	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	500 - 1,000	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Greater than 1,000	4	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Annual Incentive Award Calendar/Fiscal Year 2024			Average	Target Annual Incentive (% of Base Salary) - Calendar/Fiscal Year 2025			25th Percentile	Median	Average	75th Percentile
			ISD				3%	5%	6%	10%

Compensation by Position

Real Estate Positions - Security

Security & Life/Safety Coordinator	Average % Promoted in 2024	Percent Men	Percent Women	Average Tenure in Years	Average Number of Direct Reports
	45%	77%	23%	7	-

Responsible for maintenance of security and life safety systems of the property. Tests and evaluates mechanical equipment and alarm systems. Ensures tenants' familiarity with emergency procedures and coordinates security needs for special events.

		Responses	Long-Term Incentive Award				Total Remuneration			
		# of LTI Receivers	25th Percentile	Median	Average	75th Percentile	25th Percentile	Median	Average	75th Percentile
Asset Class	Aggregate	-	ISD	ISD	ISD	ISD	\$51,103	\$60,047	\$63,741	\$76,045
	Diversified/Combined	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Multi-Family Residential	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Office and Industrial	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Retail	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Geographic Location	Alberta	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Atlantic Canada	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	British Columbia	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Manitoba	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Ontario	-	ISD	ISD	ISD	ISD	\$58,072	\$75,147	\$71,705	\$83,618
	Quebec	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Number of Full-Time Employees	Less than 150	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	150 - 499	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	500 - 1,000	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
	Greater than 1,000	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Job Description Degree of Match			Average	Target Long-Term Incentive - Calendar/Fiscal Year 2025			25th Percentile	Median	Average	75th Percentile
			99%				ISD	ISD	ISD	ISD



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