2026

CANADIAN REAL ESTATE

COMPENSATION SURVEY RESULTS



Includes Sections on
Board of Directors Compensation
and Human Capital & Inclusion

Leadership.
Influence.
Impact.

REALPAC

Ferguson Partners

REALPAC is proud to present the 2026 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 Board of Directors compensation and a section on human capital & inclusion. In particular, this report provides information for three major facets of compensation for 213 positions commonly found in REALPAC member organizations:

- Base salary (2026)
- Annual incentive award value (for calendar/fiscal year 2025)
- Long-term incentive award value (for calendar/fiscal year 2025)

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 7, 2026, we invited REALPAC members to take part in this year's compensation survey, with responses due by June 24, 2026. We are pleased to report that fifty-four (54) 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

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List of participating companies

Adgar Canada Inc.
Aspen Properties
BentallGreenOak (Canada) LP
Brookfield Properties (Canada) Inc.
Cadillac Fairview Corporation Limited
CanFirst Capital Management
CAPREIT
CBRE Limited
Centurion Asset Management
Chartwell Retirement Residences
Choice Properties REIT
Colliers International
Cominar REIT
Concert Properties Ltd.
Crestpoint Real Estate Investments Ltd.
Crombie REIT
Crown Realty Partners
CT REIT
Cushman & Wakefield Ltd.
Dorsay Development Corporation
Dream Unlimited
EllisDon Corporation
Epic Investment Services
Fengate Real Asset Investments
First National Financial
Forum Asset Management
Granite REIT
Grosvenor Canada Limited
GWL Realty Advisors
Hazelview Investments
Hines Canada
Homestead Land Holdings Limited
Hopewell Development
JLL Real Estate Services Canada Inc
Killam Apartment REIT
Kindred Works
KingSett Capital
LaSalle Investment Management
Manulife Financial
Menkes Developments Ltd.
Nicola Wealth Management Ltd.
Northview REIT
Oxford Properties Group
PCI Developments LP
Penguin Services Inc.
PROREIT
Pure Industrial
QuadReal Property Group
Realstar Corp.
RioCan REIT
Salthill Capital
SmartCentres REIT
Starlight Group Property Holdings
Vital Infrastructure Property Trust

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REAL ESTATE POSITIONS – SECURITY

SECURITY & LIFE/SAFETY COORDINATOR

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.

Alternate title(s):	Coordinator
Typically reports to:	S&L/Safety Spvsr.
Asset class(es):	MF, Off., Ind., Ret.
Portfolio description:	N/A
Typical education:	High School
Typical organization level:	Junior Level
Typical years of experience:	3-5 years

	# of companies	Base Salary				Total Annual Cash Compensation			
		25th percentile	Median	Average	75th percentile	25th percentile	Median	Average	75th percentile
Aggregate	8	$62,958	$72,253	$70,960	$81,143	$64,089	$74,564	$74,355	$82,304
2026 Nareit aggregate	-	-	-	-	-	-	-	-	-
Asset class									
Diversified	4	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Industrial/logistics and office	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Multi-family residential	2	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Retail	2	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Geographical location									
Alberta	2	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Atlantic Canada	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
British Columbia	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Ontario	5	$64,352	$71,500	$73,320	$83,199	$66,531	$74,757	$78,321	$91,894
Prairie Provinces	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Quebec	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Total number of full-time employees									
Under 150 employees	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
150 - 499 employees	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
500 - 1,000 employees	1	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Over 1,000 employees	6	$61,502	$72,253	$70,452	$78,806	$65,437	$74,564	$74,980	$85,092

Annual incentive award calendar/fiscal year 2025	Target annual incentive (% of base salary) calendar/fiscal year 2026				
Average	25th percentile	Median	Average	75th percentile
ISD	ISD	ISD	ISD	ISD

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Real Estate Positions – Security

Security & Life/Safety Coordinator

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.

Average job description degree of match:	101%		
Average number of direct reports:	-		
Average percent promoted in 2025:	-		
Average tenure in years:	8		
Total incumbent gender breakdown:	Men	Women	Non-binary
	78%	22%	-

	# of LTI receivers	Long-Term Incentive Award				Total Remuneration			
		25th percentile	Median	Average	75th percentile	25th percentile	Median	Average	75th percentile
Aggregate	-	ISD	ISD	ISD	ISD	$64,089	$74,564	$74,355	$82,304
2026 Nareit aggregate	-	-	-	-	-	-	-	-	-
Asset class									
Diversified	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Industrial/logistics and office	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Multi-family residential	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Retail	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Geographical 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
Ontario	-	ISD	ISD	ISD	ISD	$66,531	$74,757	$78,321	$91,894
Prairie Provinces	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Quebec	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Total number of full-time employees									
Under 150 employees	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
150 - 499 employees	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
500 - 1,000 employees	-	ISD	ISD	ISD	ISD	ISD	ISD	ISD	ISD
Over 1,000 employees	-	ISD	ISD	ISD	ISD	$65,437	$74,564	$74,980	$85,092

Target long-term incentive calendar/fiscal year 2026	25th percentile	Median	Average	75th percentile
	ISD	ISD	ISD	ISD

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