



Global Salary and Compensation Report



The International Facility Management Association

Founded in 1980, the International Facility Management Association (IFMA) is the world's largest association for facility management professionals, supporting 23,000 members in more than 100 countries. This diverse membership participates in focused component groups equipped to address their unique situations by region (142 chapters), industry (16 councils) and areas of interest (six communities). Together they manage more than 78 billion square feet/7.25 billion square meters of property and annually purchase more than U.S. \$526 billion in products and services.

IFMA is a key contributor to the development of international FM standards and works with decision makers globally to inform and shape FM-related policy. IFMA provides career resources and continuing education, offers three industry-respected credentials, maintains the largest repository of FM-related content on the web and hosts year-round global events.

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IFMA Global Salary and Compensation Report

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Executive Summary

IFMA's *Global Salary and Compensation Report* provides the most comprehensive and detailed analysis of salary and compensation for facility professionals throughout the world. Salary outlooks, conditions, and trends in the facilities industry are evaluated to support both individual and company level queries. Using data submitted by more than 3,500 global facility professionals, detailed benchmarks are provided for base salaries, bonus structures, benefits, and more. These benchmarks are also classified according to relevant demographic factors such as age, geographic region, experience level, and job level. The report concludes with a global outlook on workforce availability by region.



90%

of respondents noted that they have more than one job function.

Compensation

The average base salary for FM professionals is \$99,820. This reflects a 9% increase in base salary from 2011. It appears that salary ranges between FM job functions are similar with the exception of Real Estate, suggesting that a FM professional with Real Estate as their primary job function may expect a higher base salary than those with other primary job functions. Furthermore, 90% of respondents noted that they have more than one job function.

There are disparities in pay by gender, and these differences change based on the job level (and other factors). Female and male respondents with "Level 1" responsibilities report nearly the same annual median base salary (\$71,500 for females and \$71,750 for males). However, females with "Level 2" responsibilities report an annual median base salary of \$71,500, while males report \$91,000. Conversely, females with "Level 3" responsibilities report an annual median base salary of \$115,440 and males report \$91,000. Appendix 2 provides detailed compensation profiles, and Appendix 5 provides a regression model to assist the reader in evaluating the influence of various demographic factors on base salary. A future report will provide further detailed analysis about compensation trends by gender and other factors.

FM professionals, unsurprisingly, can expect pay to increase as job levels and responsibilities increase. FM professionals can also expect wide differences in pay based upon the global region in which they work. On average, FMs working in the northeastern United States report the highest base salary (\$122,822), with FMs in Africa and South and Latin America reporting the lowest salaries (\$46,546 and \$66,698, respectively).



Demographics and Background

WORK EXPERIENCE

On average, most facility management professionals have 14 years in FM, 8 years with their current employer, and have spent 3 to 5 years in their current position. FM professionals are generally employed full-time (99%), in-house (81%), are salaried (88%), and consider their role more managerial (90%) than technical focused.

AGE AND GENDER

FM professionals are predominantly male with female respondents making up only 22% of the population. This gender mix has largely remained unchanged throughout the past decade, as IFMA's 2011 salary survey (Profiles 2011: Salary and Demographics Report) reported the FM population to be 77% male and 23% female. FM professionals are generally in their late 40s but appear to be getting younger when compared to the 2011 salary survey. On average, the 2011 respondents were 49 years old with 18% under the age of 40 while current respondents are 47 years old with 35% under the age of 43.

EDUCATION

FM professionals are generally well educated with 70% of respondents holding college degrees such as bachelor's degrees (43%), master's degrees (26%), or doctorate degrees (1%). This is a strong increase over the last decade, as just over half (55%) of the 2011 salary survey respondents held college degrees such as bachelor's degrees (35%), master's degrees (19%), and doctorate degrees (1%). The most common majors (more than 5% of respondents) for FM professionals are Business Management, Engineering, and Facility Management, accounting for 58% of bachelor's degree majors and 67% of master's degree majors. Although Business Management majors are the most common overall for FM professionals, this degree is not the most common attained directly from college, suggesting that many FM professionals pursue a business degree after entering the FM industry. As the report discusses in detail, FM academic programs are, and will continue to be, a critical talent pipeline for the FM industry.



Composition of Survey Respondents

GEOGRAPHY

Facility managers from North America comprise 72% of the total sample, followed by Asia and Pacific (9%), Middle East (6%), Europe (5%), Africa (5%), and South and Latin America (3%). Within the United States, the South region accounts for 37% of respondents, 27% from the West region, 20% from the Midwest, and 16% from the Northeast.

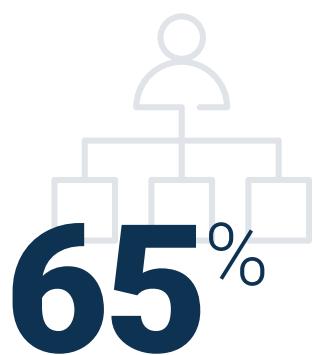
INDUSTRY SECTORS

Among respondents, 44% of facility management professionals in this sample work in the services sector, 41% work in the institutional sector and 14% are in manufacturing. The most common industries represented are government (18%), education (10%), and real estate (6%).

MANAGEMENT LEVELS

Based on the number of supervisory levels under their responsibility, respondents classified themselves into one of five management levels:

- Level 1 – professional specialists (manage no employees): 12%
- Level 2 – managers (manage employees, but not supervisors): 23%
- Level 3 – managers (manage supervisors): 24%
- Level 4 – managers (oversee 2+ levels of supervisors): 25%
- Level 5 – senior executives: 16%



of respondents are
Level 3 managers
or above.

Using this Report

IFMA's *Global Salary and Compensation Report* is a detailed report and a general overview of the demographics and backgrounds of 3,500 professionals in the facility management field. Compensation data includes base pay and bonus information. Salaries are detailed for specific management levels, industry sectors, and geographic areas throughout the world. The data has been summarized into three sections:

SECTION ONE describes the various demographic factors of the respondents, including employment status, income structure, gender, age, retirement timeframe, and educational attainment. This section also describes industry sectors that most FM professionals work and typical management experience.

SECTION TWO details the various salary determinants such as job scope, industry, educational background, and years of experience which affect salary ranges.

SECTION THREE summarizes benefits packages offered by employers. The number of FM professionals that receive retirement benefits varies considerably by global region, but 95% of respondents in North America receive retirements benefits from their employer.

The "FM Job Market" is new to this year's report, and describes the time requirement in hiring FM professionals in different geographic regions throughout the world. It also provides insight on the difficulty in hiring different FM managerial positions overall, and by geographic region.

Appendices 1-4 contain detailed information that supplements the three summarizing sections described previously. Appendix 5 presents a regression model that explores the degree to which various demographic factors affect base pay.



When using this report, keep in mind:

- This survey represents a "self-report" of data. All data was submitted voluntarily. While the research team adjusted for outliers or other anomalous data, readers are advised to remember that this report represents a sample of the total population.
- Respondents are grouped into "management levels" for purposes of data analysis and summation. These groupings are based on responses regarding supervisory responsibility. The five groups ranging from "professional specialists" to "senior executive" must not be confused with actual position titles which vary across companies and industries. There are many different job titles of the "facility manager." The research team reclassified job titles where appropriate to provide readers with a clearer view of compensation information.

See *Limitations* on page 11.



Methodology

To create this report, the research team reviewed questions posed in previous FM salary surveys to help track historical and current compensation trends. Input and pilot testing was also provided by a panel of subject matter experts. Once tested, the survey was sent electronically to more than 12,400 IFMA members in February 2021. A total of 3,557 survey responses were received by April 2021, for a 29% response rate. Compensation data provided in local currency was converted to U.S. dollars based on currency exchange rates per the [Federal Reserve](#) of April 11, 2021. Findings are discussed in the sections that follow. When applicable, comparisons are made to previous IFMA Salary Survey reports. Given the level of response to this survey, IFMA is 95% confident that responses given by all responding organizations can be generalized to all IFMA member organizations, in general with a margin of error of approximately +/- 1.4%. It is important to note that as the sample size decreases, which occurs in many of the tables, the margin of error increases.



Limitations

As with any report of this nature, the reader should be aware of a few important limitations. It is important to note the sample size, indicated by "N" when interpreting averages or medians. Percentages may not add to 100 percent due to rounding or the acceptance of multiple responses. In many cases, some respondents did not answer all questions, so the base numbers differ among the various quantitative findings.

Salary and compensation are significantly affected by many factors, including geographic region, industry sector, experience, education, and more. Readers are strongly encouraged to fully evaluate the presented data in the context for which it is provided. The regression model in Appendix 5, along with additional detailed information in the other appendices, can help one better understand the applicability of the reported values.

While the report includes respondents from several major geographic regions throughout the world, data is limited outside of North America. The goal of this report is to raise awareness of the current compensation profiles based upon a variety of demographic factors (geography being one of those). This study is the first of series of reports that explore different facets of the FM workforce. A future report will focus on demographic factors and their impact on pay and compensation (e.g., gender, educational background, experiences level).

Finally, there are many different job titles of the "facility manager." The research team reclassified job titles where appropriate to provide readers with a clearer view of compensation information.

Definitions

COMPENSATION DATA is only considered for salary and hourly data as very few respondents provided commission or contract data.

JOB LEVELS are defined as follows:

- Level 1 – Professional specialist (manage no employees); however, they may manage projects, budgets, assets, vendors, or other areas.
- Level 2 – Manage employees (do not manage supervisors)
- Level 3 – Manage supervisors who manage others
- Level 4 – Manage two or more levels of supervisors
- Level 5 – Senior executive

AVERAGE, also referred to as “mean” is the sum or total of all responses divided by the number of respondents. This statistic is vulnerable to influence from very large or small values which tend to misrepresent the true “middle.” The median is the best estimate of the middle of the distribution, especially in small samples. Mean averages were used in this report unless significant outliers skewed results to require median averages.

BASE SALARY is the reported annual cash compensation excluding bonuses or other payments. For the sake of consistency in reporting values, all monetary values are U.S. dollars (USD). Readers may use the exchange rates to adjust values into their preferred currency.

MEDIAN (50th Percentile) is the “middle value” in a range of responses. One half of all responses fall at or below the median, and one half at or above. The median is recommended for comparison of salary data and is emphasized throughout the report. The median is also the 50th percentile. The advantage of using the median is that it is not as vulnerable to extreme values as is the mean.

“N” is the number of cases supplying the data being presented in a table or chart. In this report either the N or the percentage of total sample is reported (from which you can calculate the size of the reported group). Generally, as N decreases the statistic being reported becomes less reliable.

PERCENTILES are simple divisions of the data. The percentile indicates what percent of the responses fall to the left if arranged on a number line. For example, the 25th percentile of compensation means at this point 25% of respondents have less compensation than the reported value.



Demographic and Salary Trends

SECTION ONE

FM Profiles and Demographics

Facility Management (FM) professionals enjoy high levels of employment, as only 4% (135/3,557) of survey respondents are unemployed; 2% are voluntarily unemployed as students, retirees, and other. The majority (76%) of those involuntarily unemployed believe this is directly related to the COVID-19 pandemic. FM professionals are generally employed full-time (99%), in-house (81%), are salaried (88%), and consider their role more managerial (90%) than technical focused (Figures 1-2).

GENDER

FM professionals are predominantly male with female respondents making up only 22% of the population (Figure 3). This gender mix has largely remained unchanged over the past decade, as IFMA's 2011 salary survey (Profiles 2011: Salary and Demographics Report) showed FM population at 77% male and 23% female.

AGE

FM professionals are generally in their late 40s but appear to be getting younger when compared to the 2011 salary survey. On average, 2011 respondents were 49 years old with 18% under the age of 40 while current respondents are 47 years old with 35% under the age of 43 (Figure 4).

RETIREMENT PLANS

The average survey respondent plans to retire in about 16 years, with 33% planning to retire within the next 10 years (Figure 5). Interestingly, there doesn't appear to be much of a difference in retirement timeframes between work locations (U.S. and International), primary job functions, or job type (managerial and technical). For additional detail on FM attrition and retirement timeframes, see the Simiplar Foundation research papers at simplarfoundation.org/research/.

FIGURE 1

Employment Status

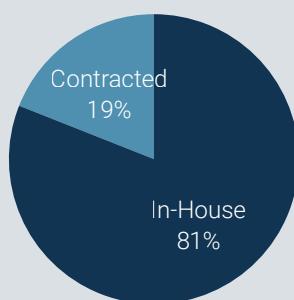


FIGURE 2

Income Type

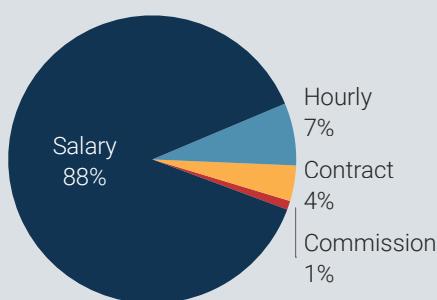


FIGURE 3

Gender

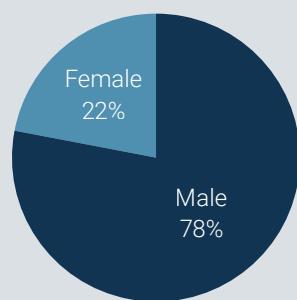


FIGURE 4
Age Range (Years)

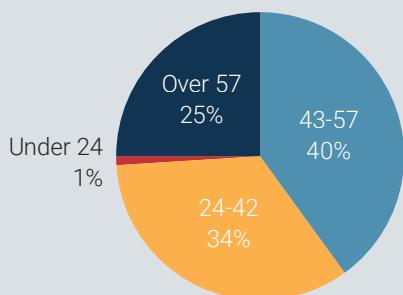


FIGURE 5
Retirement Timeframe (Years)

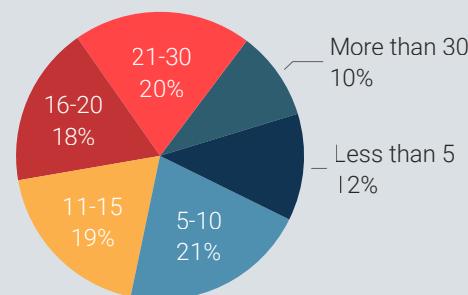
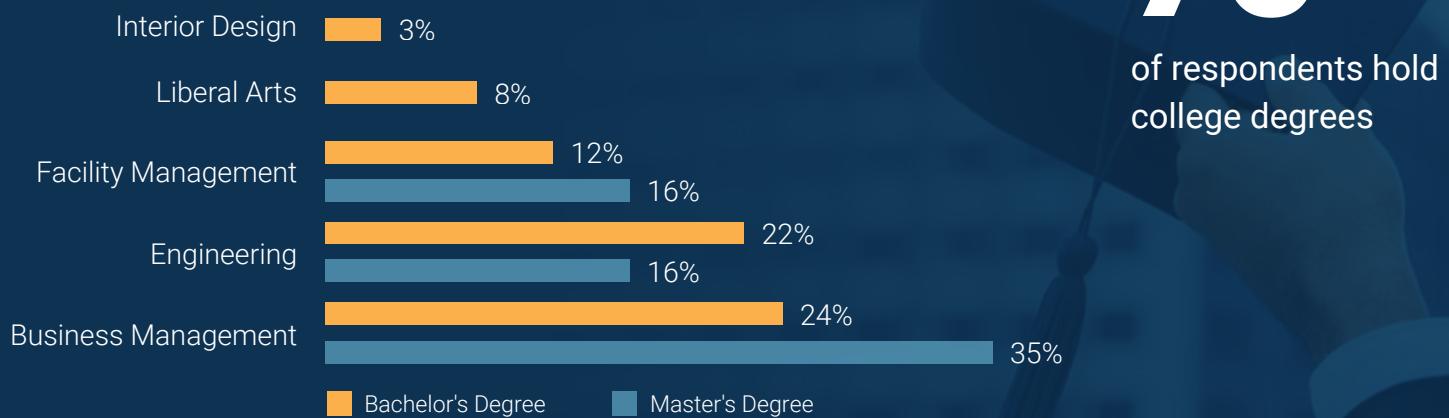


FIGURE 6

Common Bachelor's and Master's Degree Majors (2021)



EDUCATION

FM professionals are generally well educated with 70% of respondents holding college degrees such as bachelor's degrees (43%), master's degrees (26%), or doctorate degrees (1%). This is a strong increase over the last decade, as just over half (55%) of the 2011 salary survey respondents held college degrees such as bachelor's degrees (35%), master's degrees (19%), and doctorate degrees (1%). The most common majors (more than 5% of respondents) for FM professionals are Business Management, Engineering, and Facility Management, accounting for 58% of bachelor's degree majors and 67% of master's degree majors. Although these three majors continue to be the foremost degree majors sought by FM professionals, there has clearly been a shift toward FM degrees as it is the only common degree major experiencing growth in both bachelor's and master's degrees. It is also worth noting that 15% of respondents are entering the FM profession directly from college, and of those entering the FM profession directly from college, Facility Management majors are the most common. This fact suggests that FM academic programs are, and will continue to be, a critical talent pipeline for the FM industry. Additionally, although Business Management majors are the most common overall for FM professionals, this degree is not the most common attained directly from college, suggesting that FM professionals pursue a business degree after entering the FM industry.

In 2011, the most common bachelor's degree majors for FM professionals were Business Management (33%), Engineering (19%), and Liberal Arts (14%), Facility Management (8%), and Interior Design (6%). Other undergraduate degrees attained by respondents included finance/accounting, information technology, education, real estate, and more. The most common master's degree majors were Business Management (47%), Engineering (18%), and Facility Management (11%). Currently, the most common bachelor's degree majors are Business Management (24%), Engineering (22%), and Facility Management (12%) (Figure 6). The most common master's degree majors are Business Management (35%), Facility Management (16%), and Engineering (16%) (Figure 6). Other master's degrees attained by respondents included liberal arts, real estate, construction management, and finance/accounting.

FM only degrees are experiencing growth in both bachelor's and master's degrees. Of the 15% of respondents entering the FM profession directly from college, Facility Management majors are the most common. Although it is the most common degree major, it is not the most common directly from college, suggesting that FM professionals pursue a business degree after entering FM.

INDUSTRY SECTOR

The most common industries (more than 5% of respondents) employing FM professionals are Government (17%), Education (10%), Banking and Investment Services (6%), Real Estate (6%) and Healthcare (6%). It is worth noting that 42% of respondents currently employed in Real Estate are outsourced, suggesting that many FM Professionals working for real estate companies are actually providing contracted services to other facility owners. Although Real Estate was not offered as a survey option for the 2011 salary survey, this mix of FM employers has largely remained unchanged during the past decade as Government (12%), Education (9%), Banking and Investment Services (9%), and Healthcare (8%) were the most common FM employers (Figure 7). There were numerous other employment sectors reported including information processing, professional services, insurance, trade, energy, hospitality, and more.

JOB RESPONSIBILITIES

The FM profession typically involves various disciplines or functions. To better understand the main functions within FM, and any potential compensation variances between them, respondents were asked to select their primary job function or where the majority of their time is spent. The large majority (73%) of FM professionals consider Facility Operations as their primary job function; Real Estate (5%), Construction & Projects (4%), and Architecture & Engineering (4%) are the only other functions where more than 3% of respondents selected them as a primary function (Figure 8). The remaining 14% of respondents performed functions such as Consulting, Education, Interior Design & Space Planning, Sales, Janitorial, Environmental Health & Safety, Information Technology, Procurement, Landscaping, and Talent Recruitment. Highlighting the point that FM professionals function within multiple disciplines, 90% of respondents noted that they have more than one job function.

FIGURE 7

Common FM Employers

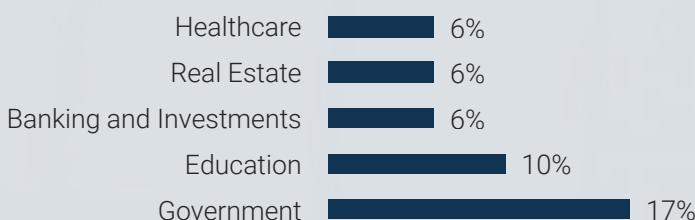


FIGURE 8

Common FM Job Functions

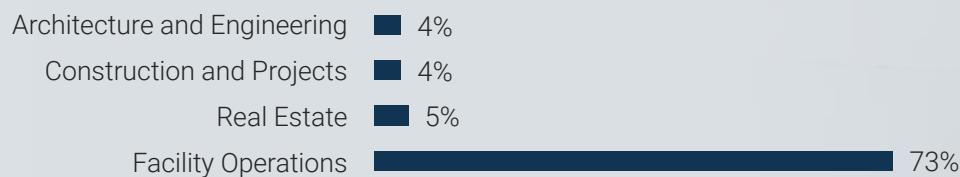
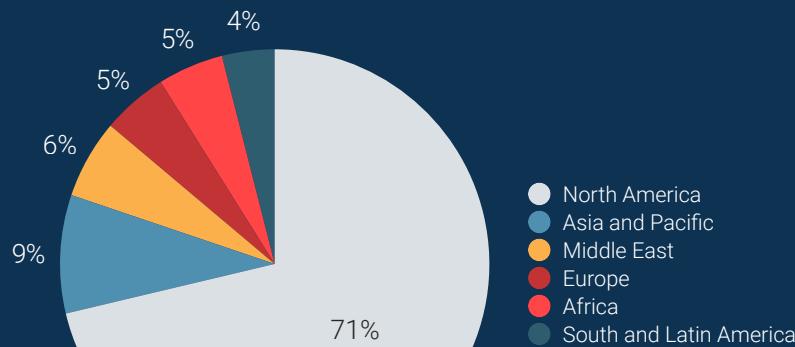
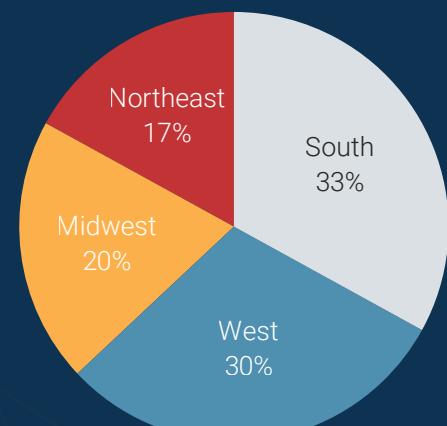


FIGURE 9**Respondents by Global Region****FIGURE 10****Respondents by U.S. Region****GEOGRAPHIC REGION**

The majority of respondents work in North America (72%), followed by Asia and Pacific (9%), Middle East (6%), Europe (5%), Africa (5%), and South and Latin America (3%) (Figure 9). Within the United States, most respondents work in the South (33%) followed by the West (30%), Midwest (20%), and Northeast (17%) regions (Figure 10). See Appendix 1 for detailed compensation data by country, U.S. state, and Canadian province.

LEVEL OF RESPONSIBILITY

Respondents were asked to select a job level that best describes their current role; this data was used to clearly separate compensation by levels of responsibility with an organization. There is a fairly even distribution between level 1 (12%), level 2 (23%), level 3 (24%), level 4 (25%), and level 5 (16%) (Figure 11). A similar distribution was

shown in the 2011 salary survey with level 1 (13%), level 2 (26%), level 3 (29%), level 4 (21%), and level 5 (11%). Survey data suggests that ascending FM job levels involve increasing management experience (Figure 12).

Total staff, area (GSF), annual operating budget, and annual capital budget varies by job level for respondents who report “managing facility operations” as their primary function (Table 1). Unsurprisingly, respondents show longer tenure timeframes with employers as job levels increase. Interestingly, younger respondents (those born *after* 1978) average 5 years of tenure with previous employers, compared to an average of 8 years for those born *before* 1978. This data suggests that younger FM professionals may need to change employers more frequently to find career growth opportunities.

FIGURE 11

Respondents by FM Position Levels

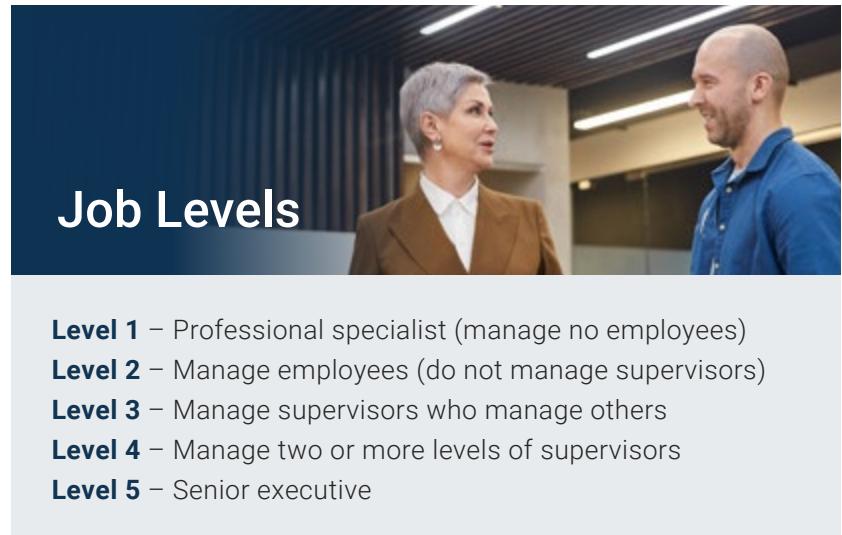
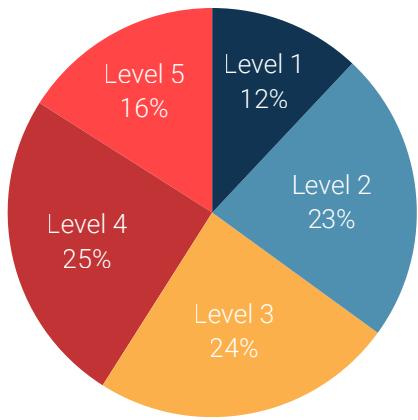


FIGURE 12

Average Years of Management Experience and Tenure by Job Level

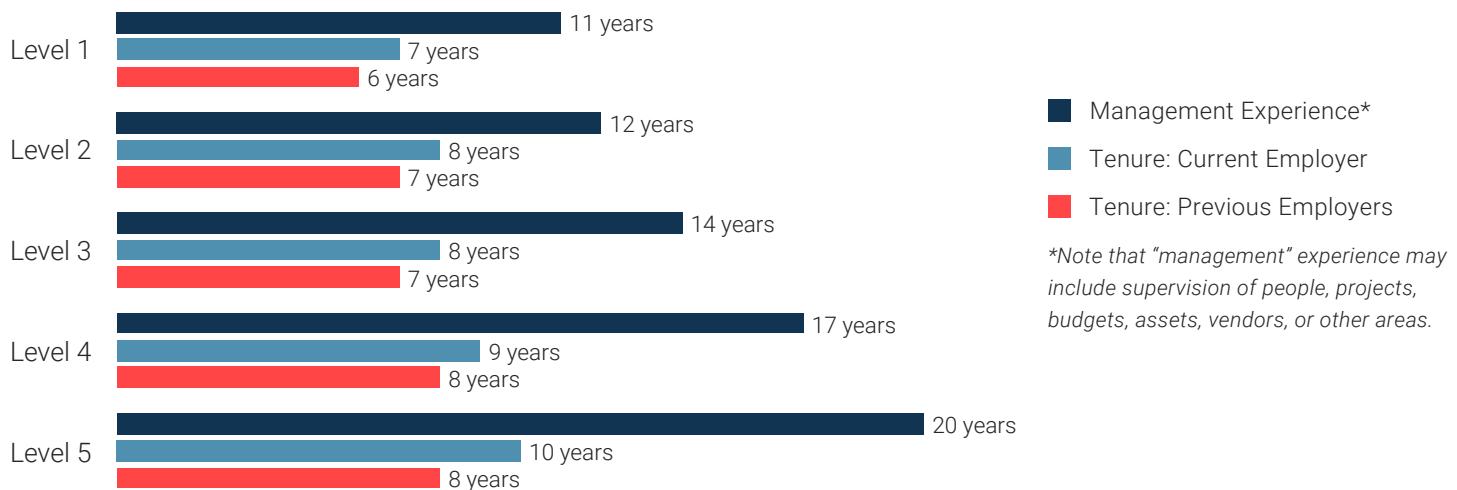


TABLE 1

Median Staff, Area, and Budgets Managed by Job Level in Facility Operations

| Job Level | Total Staff (FTEs) | Area (GSF) | Annual Operating Budget | Annual Capital Budget |
|-----------|--------------------|------------|-------------------------|-----------------------|
| Level 1 | 0 | 130,000 | \$133,218 | \$0 |
| Level 2 | 5 | 190,000 | \$756,120 | \$200,000 |
| Level 3 | 10 | 390,000 | \$2,100,000 | \$500,000 |
| Level 4 | 15 | 601,364 | \$3,500,000 | \$1,200,000 |
| Level 5 | 15 | 900,000 | \$5,800,000 | \$3,000,000 |

EMPLOYER CHANGES

Overall, FM professionals appear open to changing employers as only 33% of respondents expressed any disinterest in changing employers in 2021 (Figure 13). In 2020, 10% of respondents changed employers; this is about the same level of change that occurred in 2011 (12%). Of those that changed employers in 2020, 10% were not actively seeking an employment change but were recruited; for the rest that were actively seeking new employment, it took them about three months

(13 weeks) to secure new employment (Figure 14). On average, 23% of respondents that changed employers relocated with an average distance of 180 miles. Interestingly, there does not appear to be a significant difference in relocation distance between global regions. Twenty-eight percent of relocation expenses were paid for, at least partly, by employers for an average payment of \$9,850.

FIGURE 13

Interest in Changing Employers



FIGURE 14

Job Change and Relocation Summary in 2020



SECTION TWO

Compensation

This section of the report focuses on the compensation profiles of facility professionals, specifics on job function, responsibility level, and geographic location. Typical bonus packages are also discussed in terms of payout criteria and value.

LEVEL OF RESPONSIBILITY

The average base salary for FM professionals is \$99,820. This reflects a 9% increase in base salary from 2011, representing an approximately 1% per annum salary increase (not adjusted for inflation). It appears that salary ranges between FM job functions are similar with the exception of Real Estate (Figure 15), suggesting that a FM professional with Real Estate as their primary job

function may expect a higher base salary than those with other primary job functions. Appendix 2 provides detailed compensation profiles for management levels and Appendix 3 describes sector-specific compensation data (also by management level). Appendix 5 presents a regression model that readers can use to understand how various demographic factors may influence base pay.

FM professionals, unsurprisingly, can expect pay to increase as job levels and responsibilities increase (Figure 16). FM professionals can also expect fairly wide differences in pay based upon the global region in which they work (Figure 17) and to less of an extent within regions of the United States as defined by the U.S. Bureau of the Census (Figure 18).

FIGURE 15
Primary Job Function

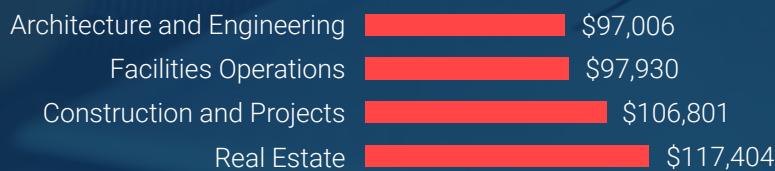


FIGURE 17
Global Region

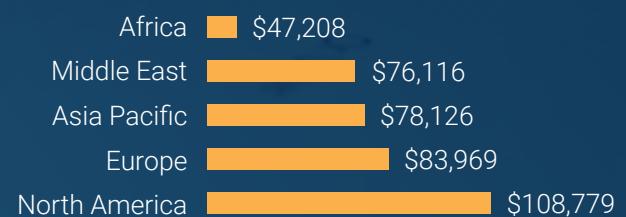


FIGURE 16
Job Level



FIGURE 18
U.S. Region

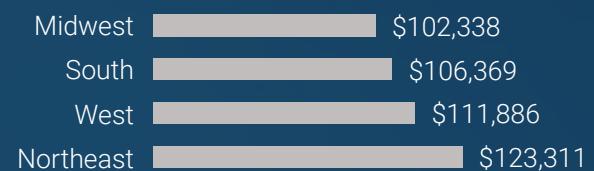
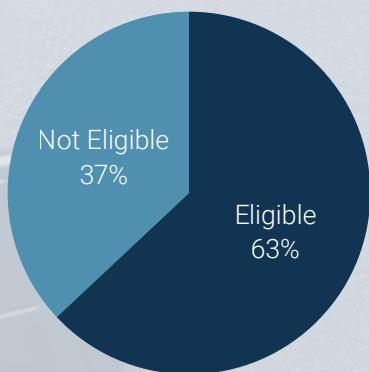
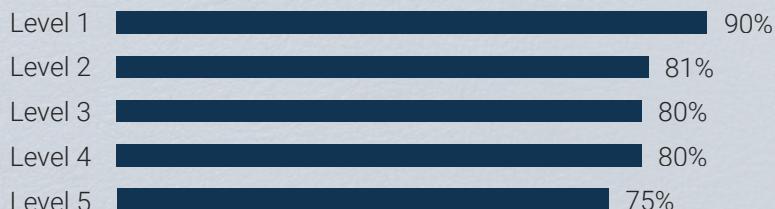
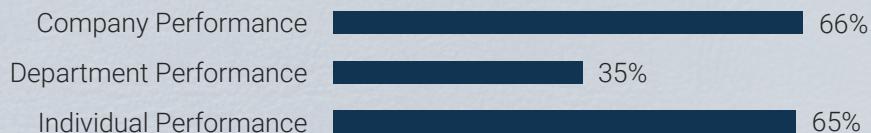


FIGURE 19**Bonus Eligibility****FIGURE 20****Median Bonus as Percent of Base Salary****FIGURE 21****Median Percent of Bonus Paid in 2020****FIGURE 22****Primary Bonus Payment Criteria****BONUSES**

Most FM professionals are eligible for a bonus as 63% of respondents stated they were currently eligible for bonus payments (Figure 19). For those who are bonus eligible, the average bonus potential is 14% but varies by job level (Figure 20). Interestingly, there does not appear to be

any significant difference in bonus potential by global regions. The average percent of bonus potential paid out in 2020 was 61%, but again varies by job level (Figure 21), with company and individual performance the primary criteria for bonus payments (Figure 22).

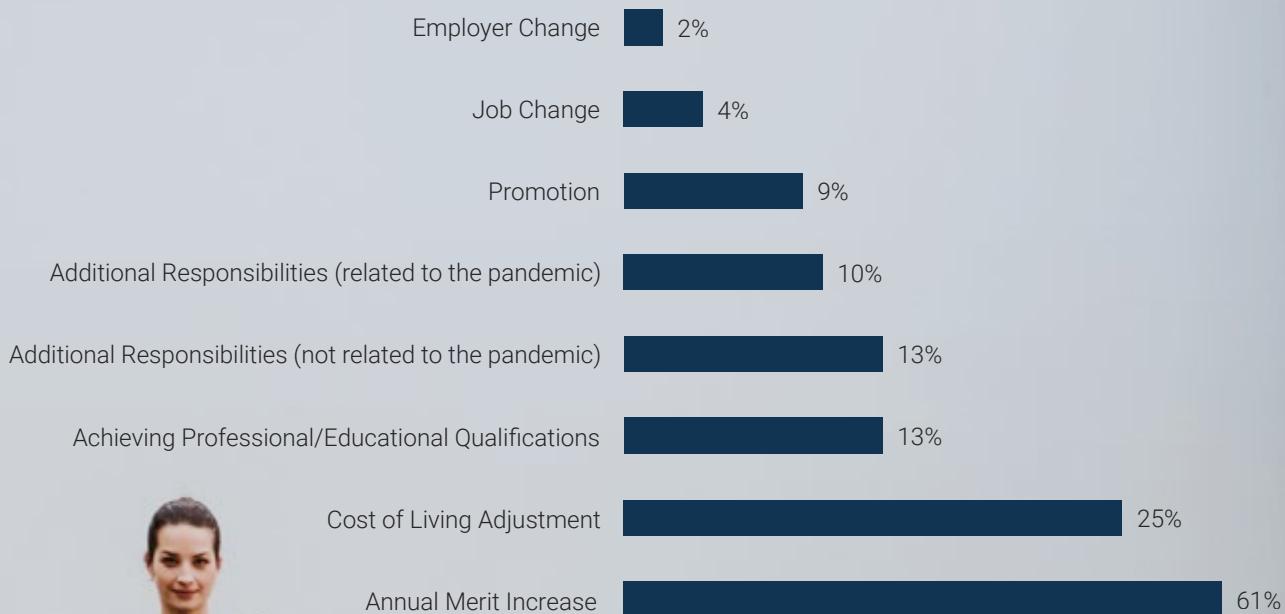
PAY INCREASES AND DECREASES

Most FM Professionals (60%) received a base pay increase in 2020, compared to the prior year; of respondents that received a base pay increase in 2020, the median increase was 4%. The primary reasons for base pay increases in 2020 were annual merit increases and cost of living adjustments (Figure 23). A few FM professionals (3%) received a base pay decrease in 2020, compared to the prior year, with a median decrease of 10%; of respondents that received a base pay decrease in 2020, 65% believe the decrease was related to the COVID-19 pandemic.

There is mixed sentiment regarding future pay increases as 68% of respondents believe they will receive a pay increase in 2021 (an 8% increase compared to those that actually received pay increases in 2020) and 11% of respondents believe they will receive a pay decrease in 2021 (an 8% increase compared to those that actually received pay decreases in 2020).

FIGURE 23

Primary Reasons for Base Pay Increases



SECTION THREE

Benefits

Section three summarizes the various benefits provided to facility professionals, including retirement options, insurance, and other ancillary allowances.

RETIREMENT

The number of FM professionals that receive retirement benefits varies considerably by global region, but 95% of respondents in North America receive retirement benefits from their employer. By far, the most common type of employer-provided retirement benefits for FM professionals in North America is defined contribution (Figure 24). Of those with defined contribution retirement benefits, most (85%) receive some level of contribution matching from their employer. The median "maximum employer matching" is 5% of employee base salary. A small number of FM professionals receive supplementary benefits including allowances (car, housing, etc.), discounted employer stock purchasing, company profit sharing, and stock options (Figure 25).

INSURANCE

Primary insurance benefits (more than 70% of respondents) provided by FM employers include health, dental, life, and vision (Figure 26). Primary ancillary benefits (more than 30% of respondents) provided by FM employers include onsite parking, flexible working hours, education assistance, parental leave, and telecommuting (Figure 27). Overall, FM professionals are satisfied with their salary and benefits, with 79% of respondents extremely, moderately, or slightly satisfied with their level of salary and benefits (Figure 28).

On average, FM professionals receive four weeks of paid vacation per year; this does not include the 4% of respondents that have unlimited or un-accrued vacation. This current trend of unlimited vacation will be interesting to evaluate how it will impact the FM industry going forward. Also, FM professionals currently have an average weekly commute time of 8.2 hours; this is a weekly decrease of 2.7 hours compared to commute time averages prior to the COVID-19 pandemic. Appendix 4 provides additional details on benefit packages for different manager positions (Levels 1 through 5).

FIGURE 24

Retirement Benefits in North America

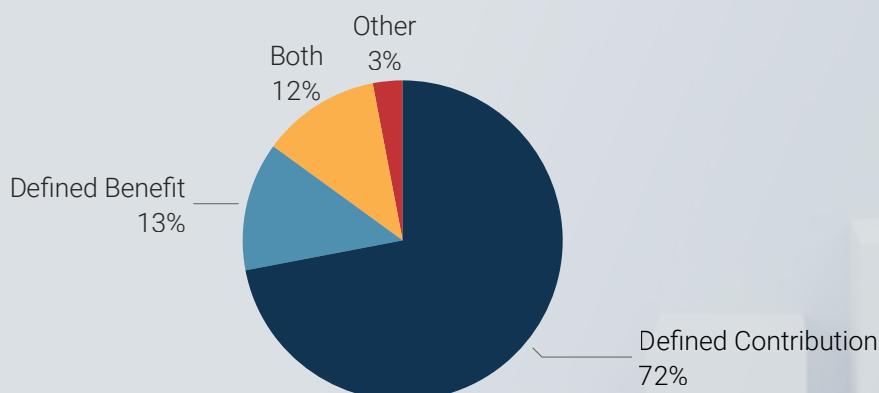


FIGURE 25

Supplementary Benefits

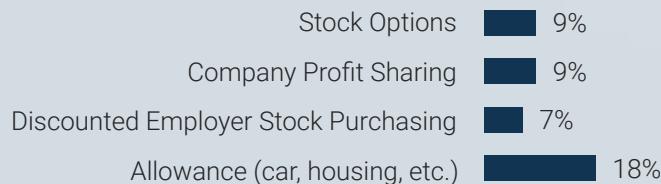


FIGURE 26

Insurance Benefits

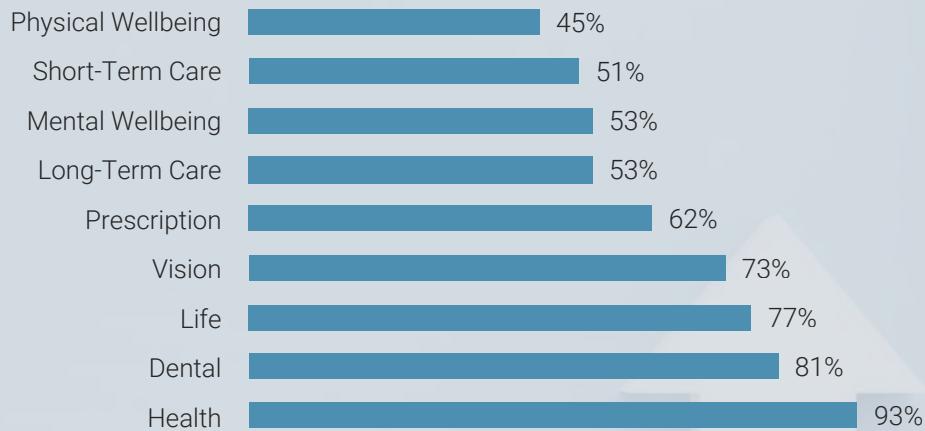


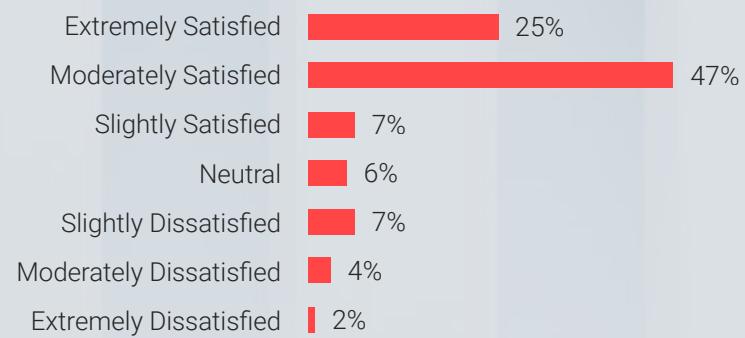
FIGURE 27

Ancillary Benefits



FIGURE 28

Overall Compensation Satisfaction Level





FM Job Market



FM Job Market

Facility and workplace management continues to gain global recognition as a crucial component to the successful delivery of services across all facets of the built environment. As organizations seek to hire exceptional FM talent, there are a variety of challenges and opportunities in strengthening the workforce. The following analyses provide one of the industry's first looks at global FM job transition trends and labor availability.

It is taking employers, on average, about three months to hire for a vacant FM job (see Table 2). This aligns with the 13 weeks, on average, it is taking FM professionals to find a new job. Furthermore, employers are finding it, on average, difficult to recruit FM professionals (Likert scale 1-7 = (1) extremely easy to (7) extremely difficult), especially at more senior levels (Figure 29). Hiring managers in many countries report moderate to extreme difficulty in hiring FMs at these senior levels, including Australia, Austria, Brazil, Italy, Kuwait, Switzerland, Trinidad and Tobago, Hungary, and Saudi Arabia.

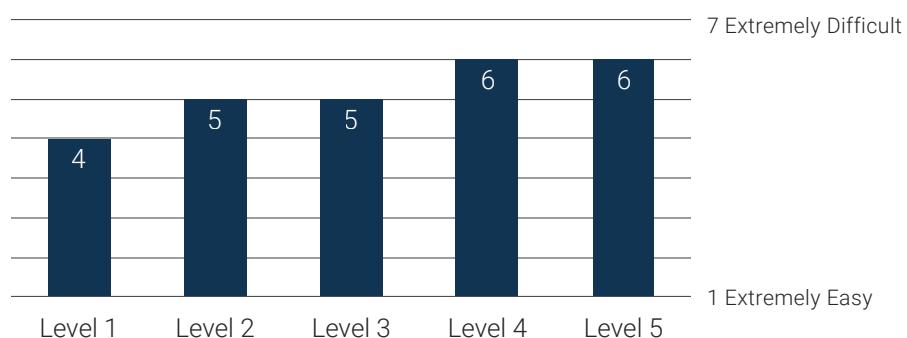
TABLE 2

Time to Hire FM Professionals by Geographic Region

| Region | Less than 1 month | 1-3 months | 4-6 months | 6-12 months | More than 12 months |
|-------------------------|-------------------|------------|------------|-------------|---------------------|
| Africa | 30% | 42% | 12% | 12% | 5% |
| Asia and Pacific | 18% | 59% | 17% | 3% | 3% |
| Europe | 16% | 57% | 14% | 10% | 3% |
| Middle East | 11% | 54% | 22% | 11% | 3% |
| North America | 16% | 52% | 22% | 6% | 3% |
| South and Latin America | 20% | 49% | 9% | 11% | 11% |

FIGURE 29

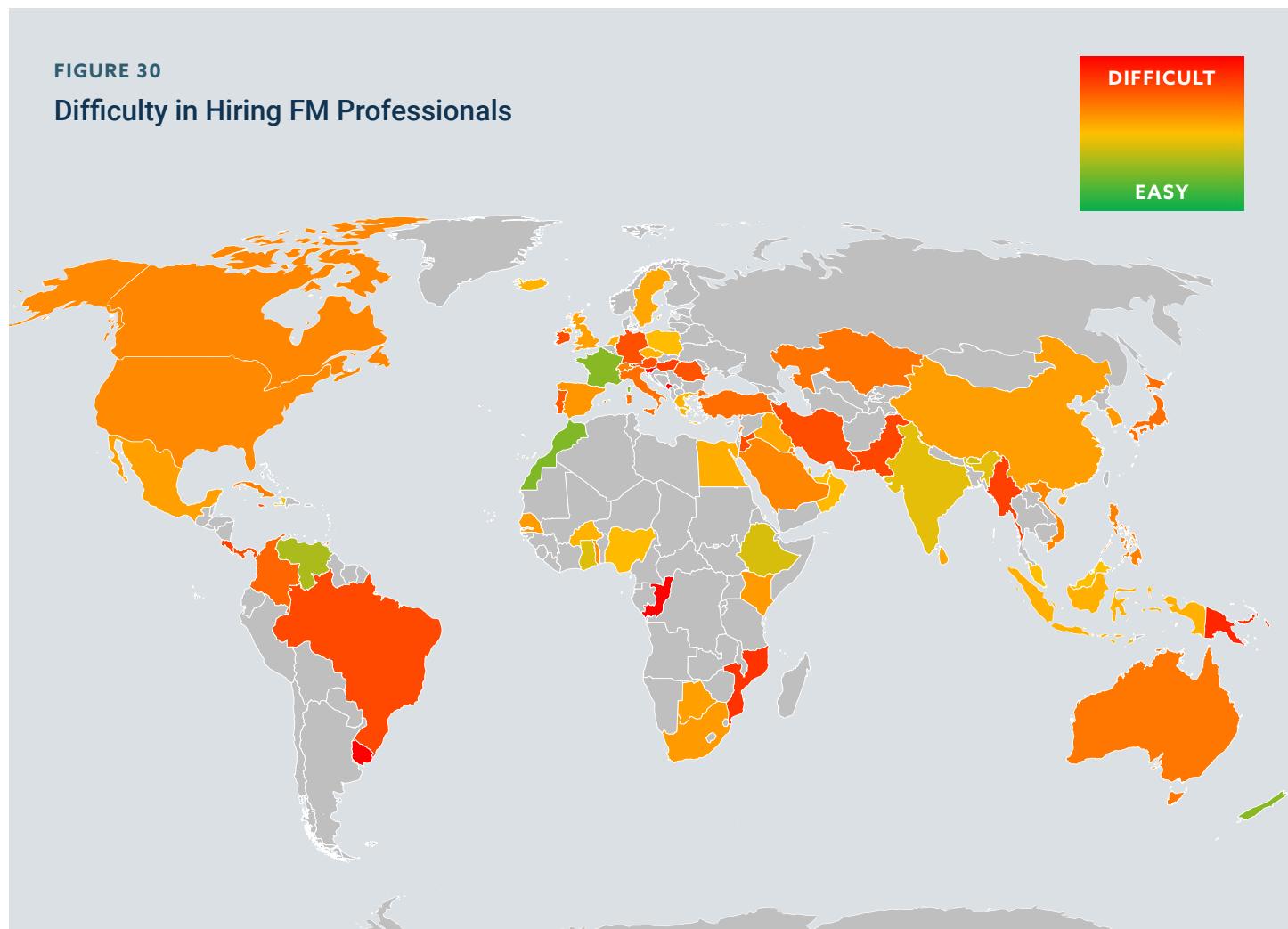
Average Recruitment Difficulty by FM Job Level



Globally, there are disparities in the ability to hire FM professionals. Select countries in South and Latin America, Oceania, and the Middle East report moderate success in hiring professionals, while others face difficulty. The challenge in hiring an FM workforce is driven by the age of the existing workforce and the pipeline of new talent (Figure 30). The difficulty in hiring FMs results from the availability and capability of local talent. It has been well documented that the FM

industry has faced significant challenges in recruiting facility professionals.^{1,2,3,4} While there have been commendable efforts by IFMA, universities, and the industry overall to address the workforce shortages, the fruits of these labors may take years to fully realize. The challenge in recruiting for different job levels (e.g., Level 1 versus Level 5) is exacerbated when considering the increased breadth of responsibility associated with these various positions.

FIGURE 30
Difficulty in Hiring FM Professionals



¹ Sullivan, K., Georgoulis, S. W., and Lines, B. (2010). "Empirical study of the current United States facilities management profession." *Journal of Facilities Management*, 8(2), 91-103.

² Smithwick, J., Hurtado, K., Thurston, A., and Sullivan, K. (2015). "Mentorship: Sustaining Knowledge in the Facilities Management Profession." *Making Value for Society, 2015 American Society for Engineering Education National Conference* Seattle, WA.

³ Transferring Experiential Knowledge from the Near-retirement Generation to the Next Generation. (2013). *Construction Industry Institute (CII)*, University of Texas at Austin.

⁴ Call, S., Sullivan, K., and Smithwick, J. (2018). "The US Healthcare Facilities Management Industry's State of Hiring from Facilities Management Academic Programs." *Journal of Facility Management Education and Research*, 2(1), 19-25.

Conclusions and Key Takeaways



Conclusions and Key Takeaways

This report provides the most comprehensive and detailed analysis of salary and compensation for facility professionals throughout the globe. Most facility management professionals have 14 years of experience in FM and have spent the past 3-5 years with their current position. A large majority of the respondents (81%) reported that they are employed in-house. The average base salary for FM professionals is \$99,820, which reflects a 9% increase in base salary from 2011. It appears that salary ranges between FM job functions are similar with the exception of Real Estate, suggesting that an FM professional with Real Estate as their primary job function may expect a higher base salary than those with other primary job functions.

The number of FM professionals that receive retirement benefits varies considerably by global region, but 95% of respondents in North America receive retirement benefits from their employer. By far, the most common type of employer-provided retirement benefits for FM professionals in North America is a defined contribution. Health insurance was provided to nearly all respondents (91%), with dental (81%), life (77%), and vision (73%) being offered to many respondents. The most common ancillary benefits provided include onsite parking (51%), flexible working hours (48%), educational assistance (48%), and parental leave (41%).

FM professionals are generally well educated with 70% of respondents holding college degrees – this is substantial increases compared to the 2011 report, where just over half (55%) of the respondents held college degrees. The most common majors for FM professionals are Business Management, Engineering, and Facility Management, accounting for 58% of bachelor's degree majors and 67% of master's degree majors.

This report also provides a high-level analysis of the global workforce availability of facility professionals. There are wide disparities in both the geographic region and the job level of the position being recruited. On average, it takes organizations about three months to hire for a vacant FM job which aligns with the 13 weeks, on average, it is taking FM professionals to find a new job. Select countries in South and Latin America, Oceania, and the Middle East report moderate success in hiring professionals, while others face difficulty. The challenge in hiring an FM workforce is driven by the age of the existing workforce and the pipeline of new talent.

In 2022, IFMA will launch on its Resource Advantage Platform a data visualization tool to help IFMA Members better understand and evaluate current FM compensation trends.

99.3554

108.365

122.3354

100.665

106.554

Appendices

APPENDIX 1

Geographic Compensation Profiles

Note: only countries with three or more responses are shown. Fewer responses are replaced with dashes (-).

| Africa | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|--------------|---------|----|-----------|-----------------|----------|-----------------|
| Botswana | Total | 4 | \$50,440 | \$44,460 | \$44,460 | \$56,420 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Ghana | Total | 23 | \$34,934 | \$30,680 | \$30,680 | \$34,840 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 6 | \$32,027 | \$30,680 | \$30,680 | \$33,621 |
| | Level 3 | 8 | \$28,932 | \$27,992 | \$30,680 | \$32,010 |
| | Level 4 | 4 | \$35,165 | \$30,680 | \$30,680 | \$34,840 |
| | Level 5 | 1 | -- | -- | -- | -- |
| Kenya | Total | 4 | \$104,939 | \$3,995 | \$43,739 | \$127,660 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 1 | -- | -- | -- | -- |
| Nigeria | Total | 61 | \$38,113 | \$6,852 | \$30,680 | \$34,840 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 8 | \$34,485 | \$30,680 | \$30,680 | \$30,680 |
| | Level 3 | 20 | \$36,264 | \$30,680 | \$30,680 | \$34,840 |
| | Level 4 | 13 | \$32,691 | \$30,680 | \$30,680 | \$34,840 |
| | Level 5 | 11 | \$61,157 | \$21,885 | \$37,570 | \$91,000 |
| South Africa | Total | 10 | \$73,534 | \$32,760 | \$71,500 | \$89,638 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 5 | \$91,690 | \$71,500 | \$71,500 | \$98,870 |
| | Level 5 | 1 | -- | -- | -- | -- |
| Uganda | Total | 3 | \$27,048 | \$25,232 | \$30,680 | \$30,680 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |

| Asia and Pacific | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Australia | Total | 10 | \$145,956 | \$115,440 | \$115,440 | \$155,431 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 3 | \$129,626 | \$115,440 | \$115,440 | \$136,720 |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| China | Total | 24 | \$84,310 | \$44,460 | \$71,500 | \$91,000 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 3 | \$48,446 | \$44,460 | \$44,460 | \$50,440 |
| | Level 3 | 5 | \$71,136 | \$71,500 | \$71,500 | \$91,000 |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 10 | 108,590 | \$71,500 | \$71,500 | \$162,175 |
| Hong Kong | Total | 67 | \$100,538 | \$34,840 | \$71,500 | \$115,440 |
| | Level 1 | 3 | \$125,753 | \$86,580 | \$115,440 | \$123,175 |
| | Level 2 | 9 | \$72,135 | \$30,680 | \$44,460 | \$115,440 |
| | Level 3 | 21 | \$84,664 | \$47,450 | \$71,500 | \$91,000 |
| | Level 4 | 15 | \$90,480 | \$45,595 | \$71,500 | \$115,440 |
| | Level 5 | 13 | \$159,003 | \$115,440 | \$115,440 | \$250,000 |
| India | Total | 47 | \$43,588 | \$30,680 | \$34,840 | \$47,780 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 3 | \$26,864 | \$22,876 | \$22,876 | \$34,840 |
| | Level 3 | 6 | \$28,299 | \$30,680 | \$30,680 | \$30,680 |
| | Level 4 | 21 | \$43,464 | \$30,680 | \$34,470 | \$47,563 |
| | Level 5 | 15 | \$54,664 | \$32,760 | \$41,346 | \$71,500 |
| Indonesia | Total | 8 | \$56,712 | \$31,720 | \$56,420 | \$56,420 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 3 | \$49,226 | \$45,630 | \$45,630 | \$56,420 |
| | Level 5 | 2 | -- | -- | -- | -- |
| Japan | Total | 5 | \$83,200 | \$71,500 | \$91,000 | \$91,000 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |

| Asia and Pacific | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Malaysia | Total | 8 | \$44,461 | \$30,680 | \$30,680 | \$48,429 |
| | Level 1 | 3 | \$54,281 | \$35,922 | \$35,922 | \$66,082 |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| New Zealand | Total | 4 | \$128,085 | \$64,740 | \$108,940 | \$172,285 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Pakistan | Total | 5 | \$48,319 | \$30,680 | \$30,680 | \$56,420 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Philippines | Total | 8 | \$81,040 | \$34,840 | \$57,980 | \$91,000 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 3 | \$137,500 | \$81,250 | \$81,250 | \$170,500 |
| Singapore | Total | 38 | \$86,411 | \$36,851 | \$71,50 | \$109,330 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 8 | \$66,360 | \$51,025 | \$56,420 | \$78,689 |
| | Level 3 | 8 | \$81,802 | \$67,730 | \$71,500 | \$97,110 |
| | Level 4 | 8 | \$107,461 | \$53,702 | \$115,440 | \$115,440 |
| | Level 5 | 5 | \$107,068 | \$35,750 | \$71,500 | \$103,220 |
| Sri Lanka | Total | 3 | \$30,680 | \$23,010 | \$30,680 | \$30,680 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |

| Europe | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|-------------|---------|----|-----------|-----------------|-----------|-----------------|
| Austria | Total | 5 | \$111,100 | \$71,500 | \$71,500 | \$91,000 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Germany | Total | 4 | \$103,220 | \$91,000 | \$103,220 | \$115,440 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Hungary | Total | 20 | \$38,480 | \$30,680 | \$30,680 | \$34,840 |
| | Level 1 | 3 | \$35,273 | \$30,680 | \$30,680 | \$37,570 |
| | Level 2 | 8 | \$36,140 | \$30,680 | \$30,680 | \$34,840 |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 3 | \$40,646 | \$32,760 | \$32,760 | \$45,630 |
| Italy | Total | 7 | \$83,868 | \$63,960 | \$71,500 | \$103,220 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Netherlands | Total | 43 | \$79,754 | \$44,460 | \$61,947 | \$91,000 |
| | Level 1 | 9 | \$48,143 | \$34,840 | \$44,460 | \$53,430 |
| | Level 2 | 8 | \$78,824 | \$56,420 | \$56,420 | \$76,375 |
| | Level 3 | 7 | \$78,965 | \$63,960 | \$71,500 | \$81,250 |
| | Level 4 | 3 | \$102,960 | \$81,250 | \$81,250 | \$118,690 |
| | Level 5 | 8 | \$124,612 | \$93,775 | \$115,440 | \$149,975 |
| Poland | Total | 4 | \$49,985 | \$49,485 | \$56,420 | \$56,420 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 1 | -- | -- | -- | -- |

| Europe | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|----------------|---------|----|-----------|-----------------|-----------|-----------------|
| Romania | Total | 3 | \$36,660 | \$23,010 | \$32,760 | \$37,245 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Spain | Total | 5 | \$82,423 | \$47,450 | \$63,960 | \$104,455 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Switzerland | Total | 15 | \$145,314 | \$115,440 | \$146,380 | \$156,260 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 6 | \$131,993 | \$123,175 | \$146,380 | \$146,380 |
| | Level 4 | 4 | \$166,695 | \$115,440 | \$115,440 | \$201,925 |
| | Level 5 | 3 | \$159,553 | \$146,380 | \$146,380 | \$166,140 |
| Turkey | Total | 3 | \$39,866 | \$37,570 | \$44,460 | \$44,460 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| United Kingdom | Total | 15 | \$113,168 | \$45,630 | \$71,500 | \$146,380 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 4 | \$75,897 | \$55,442 | \$62,310 | \$97,110 |
| | Level 5 | 7 | \$157,963 | \$146,380 | \$146,380 | \$172,552 |

| Middle East | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|----------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Egypt | Total | 17 | \$52,058 | \$30,680 | \$30,680 | \$56,420 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 4 | \$39,592 | \$30,680 | \$30,680 | \$44,545 |
| | Level 5 | 9 | \$70,258 | \$30,680 | \$50,440 | \$91,000 |
| Iraq | Total | 3 | \$98,886 | \$75,140 | \$115,440 | \$130,910 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Kuwait | Total | 9 | \$85,426 | \$34,840 | \$44,460 | \$91,000 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 3 | \$56,766 | \$39,650 | \$39,650 | \$67,730 |
| | Level 4 | 3 | \$48,880 | \$37,570 | \$37,570 | \$57,980 |
| | Level 5 | 2 | -- | -- | -- | -- |
| Oman | Total | 3 | \$92,646 | \$81,250 | \$91,000 | \$103,220 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Qatar | Total | 31 | \$68,236 | \$34,840 | \$61,541 | \$91,000 |
| | Level 1 | 3 | \$30,833 | \$18,040 | \$18,040 | \$43,550 |
| | Level 2 | 3 | \$68,986 | \$57,980 | \$57,980 | \$81,250 |
| | Level 3 | 4 | \$48,190 | \$34,840 | \$34,840 | \$58,980 |
| | Level 4 | 11 | \$72,699 | \$40,895 | \$71,500 | \$91,000 |
| | Level 5 | 5 | \$91,988 | \$91,000 | \$91,000 | \$91,000 |
| Saudi Arabia | Total | 51 | \$75,536 | \$34,840 | \$44,460 | \$91,000 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 12 | \$64,783 | \$30,680 | \$44,460 | \$71,500 |
| | Level 4 | 13 | \$57,863 | \$34,840 | \$42,400 | \$71,500 |
| | Level 5 | 13 | \$116,270 | \$71,500 | \$91,000 | \$146,380 |
| United Arab Emirates | Total | 42 | \$77,575 | \$30,680 | \$56,420 | \$91,000 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 3 | \$79,473 | \$73,710 | \$73,710 | \$91,000 |
| | Level 3 | 8 | \$69,420 | \$33,800 | \$34,840 | \$91,000 |
| | Level 4 | 15 | \$60,490 | \$41,015 | \$56,420 | \$71,750 |
| | Level 5 | 10 | \$100,166 | \$47,450 | \$56,420 | \$138,645 |

| North America: Canada | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|--------------------------|---------|-----|-----------|-----------------|-----------|-----------------|
| Alberta | Total | 40 | \$109,651 | \$71,500 | \$109,296 | \$127,472 |
| | Level 1 | 6 | \$86,271 | \$60,190 | \$71,500 | \$115,330 |
| | Level 2 | 9 | \$87,335 | \$71,500 | \$71,718 | \$100,444 |
| | Level 3 | 7 | \$97,673 | \$71,500 | \$87,148 | \$115,440 |
| | Level 4 | 5 | \$151,112 | \$104,845 | \$146,380 | \$176,020 |
| | Level 5 | 9 | \$147,478 | \$115,440 | \$130,910 | \$185,900 |
| British Columbia | Total | 25 | \$88,288 | \$49,007 | \$80,000 | \$91,000 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 6 | \$94,063 | \$82,750 | \$91,000 | \$109,330 |
| | Level 3 | 6 | \$72,472 | \$36,755 | \$71,500 | \$71,554 |
| | Level 4 | 4 | \$110,955 | \$91,000 | \$91,000 | \$123,175 |
| | Level 5 | 4 | \$127,734 | \$90,163 | \$91,000 | \$156,260 |
| Manitoba | Total | 6 | \$112,712 | \$115,440 | \$115,440 | \$115,440 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 3 | \$109,984 | \$91,786 | \$91,786 | \$130,910 |
| Ontario | Total | 108 | \$99,863 | \$56,420 | \$91,000 | \$115,440 |
| | Level 1 | 17 | \$71,652 | \$56,420 | \$56,420 | \$81,250 |
| | Level 2 | 28 | \$94,298 | \$62,894 | \$71,500 | \$97,110 |
| | Level 3 | 20 | \$112,203 | \$86,125 | \$91,000 | \$115,440 |
| | Level 4 | 23 | \$125,268 | \$91,000 | \$115,440 | \$146,380 |
| | Level 5 | 4 | \$153,420 | \$70,921 | \$108,650 | \$146,380 |
| Quebec | Total | 11 | \$93,486 | \$71,500 | \$73,601 | \$102,116 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 3 | \$67,874 | \$63,960 | \$63,960 | \$73,601 |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 3 | \$142,742 | \$140,923 | \$140,923 | \$146,380 |
| | Level 5 | 0 | -- | -- | -- | -- |
| Saskatchewan | Total | 6 | \$81,640 | \$71,500 | \$71,500 | \$104,455 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |

| United States: Northeast | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|-----------------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Connecticut | Total | 12 | \$108,355 | \$71,500 | \$103,220 | \$115,440 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 4 | \$117,065 | \$109,330 | \$115,440 | \$123,175 |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 1 | -- | -- | -- | -- |
| Maine | Total | 3 | \$76,340 | \$69,010 | \$81,600 | \$86,300 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Massachusetts | Total | 73 | \$134,897 | \$91,000 | \$115,440 | \$146,380 |
| | Level 1 | 16 | \$109,710 | \$71,500 | \$91,000 | \$123,175 |
| | Level 2 | 15 | \$108,524 | \$91,000 | \$115,440 | \$115,440 |
| | Level 3 | 9 | \$126,862 | \$115,440 | \$115,440 | \$115,440 |
| | Level 4 | 17 | \$158,517 | \$115,440 | \$146,380 | \$185,900 |
| | Level 5 | 13 | \$182,634 | \$146,380 | \$146,380 | \$250,000 |
| New Hampshire | Total | 6 | \$92,040 | \$71,500 | \$81,250 | \$109,330 |
| | Level 1 | 3 | \$92,646 | \$81,250 | \$81,250 | \$103,220 |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| New Jersey | Total | 40 | \$133,275 | \$91,000 | \$115,440 | \$156,260 |
| | Level 1 | 5 | \$104,052 | \$71,500 | \$93,470 | \$115,440 |
| | Level 2 | 8 | \$119,015 | \$71,500 | \$103,220 | \$115,440 |
| | Level 3 | 10 | \$115,440 | \$91,000 | \$115,440 | \$138,645 |
| | Level 4 | 10 | \$147,326 | \$115,440 | \$146,380 | \$176,020 |
| | Level 5 | 6 | \$174,180 | \$156,260 | \$185,900 | \$185,900 |
| New York | Total | 86 | \$133,161 | \$71,500 | \$115,440 | \$146,380 |
| | Level 1 | 5 | \$122,176 | \$71,500 | \$71,500 | \$146,380 |
| | Level 2 | 19 | \$94,270 | \$71,500 | \$91,000 | \$115,440 |
| | Level 3 | 25 | \$115,804 | \$81,250 | \$115,440 | \$146,380 |
| | Level 4 | 11 | \$182,820 | \$130,910 | \$146,380 | \$250,000 |
| | Level 5 | 15 | \$201,821 | \$146,380 | \$185,900 | \$250,000 |

| United States: Northeast | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|--------------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Pennsylvania | Total | 63 | \$106,443 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 13 | \$95,680 | \$71,500 | \$71,500 | \$115,440 |
| | Level 2 | 10 | \$82,680 | \$71,500 | \$71,500 | \$91,000 |
| | Level 3 | 11 | \$108,632 | \$91,000 | \$115,440 | \$115,440 |
| | Level 4 | 15 | \$126,325 | \$103,220 | \$115,440 | \$146,380 |
| | Level 5 | 8 | \$141,212 | \$109,330 | \$115,440 | \$161,035 |
| Rhode Island | Total | 7 | \$121,940 | \$103,220 | \$115,440 | \$150,670 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 3 | \$83,633 | \$67,730 | \$67,730 | \$103,220 |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Vermont | Total | 13 | \$72,600 | \$71,500 | \$71,500 | \$86,125 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 3 | \$71,500 | \$71,500 | \$71,500 | \$71,500 |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 4 | \$76,375 | \$71,500 | \$71,500 | \$76,375 |
| | Level 5 | 1 | -- | -- | -- | -- |
| United States: South | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
| Alabama | Total | 13 | \$97,780 | \$56,420 | \$91,000 | \$115,440 |
| | Level 1 | 3 | \$99,146 | \$91,000 | \$91,000 | \$103,220 |
| | Level 2 | 4 | \$65,780 | \$51,025 | \$56,420 | \$71,175 |
| | Level 3 | 3 | \$125,753 | \$115,440 | \$115,440 | \$130,910 |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 1 | -- | -- | -- | -- |
| Arizona | Total | 59 | \$98,259 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 9 | \$78,322 | \$71,500 | \$71,500 | \$87,500 |
| | Level 2 | 12 | \$74,858 | \$67,730 | \$71,500 | \$91,000 |
| | Level 3 | 12 | \$119,036 | \$86,125 | \$115,440 | \$146,380 |
| | Level 4 | 16 | \$98,036 | \$91,000 | \$91,000 | \$115,440 |
| | Level 5 | 3 | \$155,960 | \$53,625 | \$71,500 | \$172,285 |
| Arkansas | Total | 4 | \$106,080 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 3 | \$102,960 | \$81,250 | \$81,250 | \$118,690 |
| | Level 5 | 0 | -- | -- | -- | -- |

| United States: South | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|----------------------|---------|-----|-----------|-----------------|-----------|-----------------|
| Delaware | Total | 7 | \$94,157 | \$56,420 | \$81,250 | \$104,845 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 3 | \$72,973 | \$63,960 | \$63,960 | \$81,250 |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 1 | -- | -- | -- | -- |
| D.C. | Total | 55 | \$144,781 | \$91,000 | \$146,380 | \$185,900 |
| | Level 1 | 6 | \$99,146 | \$91,000 | \$91,000 | \$109,330 |
| | Level 2 | 10 | \$122,058 | \$81,250 | \$91,000 | \$146,380 |
| | Level 3 | 8 | \$148,722 | \$91,000 | \$115,440 | \$201,925 |
| | Level 4 | 15 | \$155,585 | \$130,910 | \$146,380 | \$166,140 |
| | Level 5 | 9 | \$172,727 | \$146,380 | \$185,900 | \$185,900 |
| Florida | Total | 104 | \$103,602 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 13 | \$102,144 | \$71,500 | \$91,000 | \$115,440 |
| | Level 2 | 25 | \$73,597 | \$56,420 | \$71,500 | \$91,000 |
| | Level 3 | 19 | \$104,740 | \$91,000 | \$103,220 | \$115,440 |
| | Level 4 | 27 | \$118,709 | \$91,000 | \$115,440 | \$146,380 |
| | Level 5 | 14 | \$143,344 | \$93,500 | \$115,440 | \$176,020 |
| Georgia | Total | 37 | \$99,969 | \$60,190 | \$91,000 | \$115,440 |
| | Level 1 | 5 | \$81,796 | \$37,115 | \$56,420 | \$109,330 |
| | Level 2 | 9 | \$81,317 | \$71,500 | \$91,000 | \$91,000 |
| | Level 3 | 9 | \$107,597 | \$71,500 | \$91,000 | \$115,440 |
| | Level 4 | 7 | \$118,300 | \$81,250 | \$103,220 | \$146,380 |
| | Level 5 | 5 | \$132,132 | \$91,000 | \$91,000 | \$146,380 |
| Kentucky | Total | 21 | \$100,917 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 3 | \$68,986 | \$57,980 | \$57,980 | \$81,250 |
| | Level 2 | 4 | \$87,360 | \$71,500 | \$71,500 | \$97,110 |
| | Level 3 | 3 | \$100,793 | \$93,470 | \$93,470 | \$115,440 |
| | Level 4 | 6 | \$114,963 | \$91,000 | \$91,000 | \$115,440 |
| | Level 5 | 3 | \$122,633 | \$91,000 | \$91,000 | \$138,450 |
| Louisiana | Total | 16 | \$77,563 | \$56,420 | \$56,420 | \$91,000 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 6 | \$79,220 | \$61,565 | \$77,000 | \$91,000 |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 3 | \$119,253 | \$42,315 | \$56,420 | \$133,055 |

| United States: South | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|----------------------|---------|-----|-----------|-----------------|-----------|-----------------|
| Maryland | Total | 46 | \$120,678 | \$91,000 | \$115,440 | \$146,380 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 13 | \$102,540 | \$91,000 | \$91,000 | \$115,440 |
| | Level 3 | 11 | \$143,351 | \$121,720 | \$138,190 | \$146,380 |
| | Level 4 | 11 | \$145,127 | \$130,910 | \$146,380 | \$146,380 |
| | Level 5 | 2 | -- | -- | -- | -- |
| North Carolina | Total | 55 | \$94,553 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 10 | \$87,152 | \$71,500 | \$71,500 | \$91,000 |
| | Level 2 | 10 | \$71,760 | \$71,500 | \$71,500 | \$86,125 |
| | Level 3 | 12 | \$87,620 | \$67,730 | \$91,000 | \$97,110 |
| | Level 4 | 10 | \$125,248 | \$115,440 | \$115,440 | \$138,645 |
| | Level 5 | 4 | \$150,705 | \$109,330 | \$115,440 | \$172,285 |
| Oklahoma | Total | 10 | \$101,508 | \$71,500 | \$91,000 | \$130,910 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 3 | \$96,460 | \$71,500 | \$71,500 | \$108,940 |
| | Level 5 | 1 | -- | -- | -- | -- |
| South Carolina | Total | 15 | \$97,730 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 3 | \$96,460 | \$71,500 | \$71,500 | \$108,940 |
| | Level 4 | 4 | \$106,080 | \$86,125 | \$91,000 | \$123,175 |
| | Level 5 | 3 | \$107,293 | \$103,220 | \$103,220 | \$115,440 |
| Tennessee | Total | 32 | \$86,713 | \$71,500 | \$82,000 | \$91,000 |
| | Level 1 | 4 | \$75,230 | \$67,730 | \$71,500 | \$84,250 |
| | Level 2 | 5 | \$76,284 | \$71,500 | \$71,500 | \$91,000 |
| | Level 3 | 10 | \$92,066 | \$71,500 | \$71,500 | \$109,330 |
| | Level 4 | 7 | \$108,754 | \$91,000 | \$91,000 | \$115,440 |
| | Level 5 | 3 | \$87,620 | \$73,710 | \$73,710 | \$103,220 |
| Texas | Total | 128 | \$106,652 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 18 | \$87,403 | \$71,500 | \$71,500 | \$115,440 |
| | Level 2 | 31 | \$86,167 | \$56,420 | \$91,000 | \$91,000 |
| | Level 3 | 37 | \$97,130 | \$91,000 | \$91,000 | \$115,440 |
| | Level 4 | 20 | \$128,627 | \$115,440 | \$115,440 | \$146,380 |
| | Level 5 | 12 | \$185,458 | \$146,380 | \$185,900 | \$201,925 |

| United States: South | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|------------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Virginia | Total | 89 | \$113,107 | \$71,500 | \$91,000 | \$146,380 |
| | Level 1 | 11 | \$83,956 | \$63,960 | \$71,500 | \$103,220 |
| | Level 2 | 12 | \$85,431 | \$71,500 | \$71,500 | \$97,110 |
| | Level 3 | 19 | \$125,593 | \$91,000 | \$115,440 | \$164,190 |
| | Level 4 | 20 | \$138,353 | \$115,440 | \$115,440 | \$146,380 |
| | Level 5 | 9 | \$163,151 | \$146,380 | \$166,140 | \$185,900 |
| West Virginia | Total | 3 | \$102,960 | \$81,250 | \$91,000 | \$118,690 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| United States: Midwest | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
| Illinois | Total | 84 | \$109,229 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 10 | \$82,940 | \$71,500 | \$91,000 | \$91,000 |
| | Level 2 | 22 | \$97,440 | \$71,500 | \$91,000 | \$115,440 |
| | Level 3 | 16 | \$102,180 | \$71,500 | \$91,000 | \$115,440 |
| | Level 4 | 17 | \$124,784 | \$91,000 | \$115,440 | \$146,380 |
| | Level 5 | 9 | \$169,566 | \$115,440 | \$146,380 | \$250,000 |
| Indiana | Total | 23 | \$100,629 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 7 | \$78,334 | \$63,960 | \$81,250 | \$91,000 |
| | Level 3 | 3 | \$99,146 | \$91,000 | \$91,000 | \$103,220 |
| | Level 4 | 8 | \$120,310 | \$104,455 | \$115,440 | \$146,380 |
| | Level 5 | 2 | -- | -- | -- | -- |
| Iowa | Total | 16 | \$85,860 | \$63,960 | \$71,500 | \$103,220 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 6 | \$71,791 | \$71,500 | \$71,500 | \$71,500 |
| | Level 4 | 3 | \$107,293 | \$103,220 | \$103,220 | \$115,440 |
| | Level 5 | 2 | -- | -- | -- | -- |
| Kansas | Total | 23 | \$94,221 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 5 | \$78,780 | \$71,500 | \$71,500 | \$91,000 |
| | Level 3 | 6 | \$90,480 | \$71,500 | \$71,500 | \$91,000 |
| | Level 4 | 3 | \$146,380 | \$146,380 | \$146,380 | \$146,380 |
| | Level 5 | 3 | \$130,780 | \$68,250 | \$91,000 | \$133,055 |

| United States: Midwest | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|---------------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Michigan | Total | 40 | \$95,253 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 10 | \$83,564 | \$60,190 | \$91,000 | \$91,000 |
| | Level 3 | 7 | \$110,091 | \$103,220 | \$115,440 | \$115,440 |
| | Level 4 | 13 | \$109,886 | \$76,825 | \$91,000 | \$115,440 |
| | Level 5 | 3 | \$92,646 | \$81,250 | \$81,250 | \$103,220 |
| Minnesota | Total | 42 | \$98,168 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 7 | \$81,825 | \$63,960 | \$81,250 | \$91,000 |
| | Level 2 | 17 | \$95,970 | \$91,000 | \$91,000 | \$115,440 |
| | Level 3 | 8 | \$102,212 | \$86,125 | \$91,000 | \$115,440 |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 3 | \$130,780 | \$103,220 | \$103,220 | \$150,670 |
| Missouri | Total | 44 | \$108,278 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 4 | \$104,455 | \$104,455 | \$115,440 | \$115,440 |
| | Level 2 | 14 | \$86,041 | \$63,960 | \$91,000 | \$91,000 |
| | Level 3 | 9 | \$112,002 | \$91,000 | \$115,440 | \$115,440 |
| | Level 4 | 10 | \$110,344 | \$76,375 | \$115,440 | \$138,645 |
| | Level 5 | 5 | \$173,580 | \$91,000 | \$138,450 | \$250,000 |
| Nebraska | Total | 5 | \$107,952 | \$91,000 | \$115,440 | \$115,440 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| North Dakota | Total | 7 | \$81,825 | \$63,960 | \$91,000 | \$91,000 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 3 | \$79,473 | \$73,710 | \$73,710 | \$91,000 |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Ohio | Total | 50 | \$104,647 | \$71,500 | \$91,000 | \$123,175 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 10 | \$73,580 | \$60,190 | \$71,500 | \$91,000 |
| | Level 3 | 12 | \$91,520 | \$86,125 | \$91,000 | \$91,000 |
| | Level 4 | 11 | \$121,443 | \$86,125 | \$115,440 | \$146,380 |
| | Level 5 | 9 | \$164,913 | \$146,380 | \$146,380 | \$185,900 |

| United States: Midwest | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|------------------------|---------|-----|-----------|-----------------|-----------|-----------------|
| Wisconsin | Total | 35 | \$102,894 | \$91,000 | \$91,000 | \$115,440 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 9 | \$99,695 | \$91,000 | \$91,000 | \$115,440 |
| | Level 3 | 10 | \$105,676 | \$91,000 | \$91,000 | \$115,440 |
| | Level 4 | 5 | \$102,788 | \$91,000 | \$91,000 | \$115,440 |
| | Level 5 | 4 | \$133,055 | \$115,440 | \$115,440 | \$133,055 |
| United States: West | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
| Alaska | Total | 4 | \$94,575 | \$82,355 | \$103,220 | \$115,440 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| California | Total | 228 | \$127,009 | \$91,000 | \$115,440 | \$146,380 |
| | Level 1 | 28 | \$95,251 | \$71,500 | \$91,000 | \$115,440 |
| | Level 2 | 59 | \$107,631 | \$91,000 | \$115,440 | \$130,910 |
| | Level 3 | 37 | \$134,504 | \$115,440 | \$115,440 | \$146,380 |
| | Level 4 | 43 | \$145,464 | \$115,440 | \$146,380 | \$185,900 |
| | Level 5 | 25 | \$191,946 | \$146,380 | \$185,900 | \$250,000 |
| Colorado | Total | 7 | \$81,825 | \$63,960 | \$91,000 | \$91,000 |
| | Level 1 | 13 | \$73,800 | \$56,420 | \$71,500 | \$86,125 |
| | Level 2 | 17 | \$90,709 | \$71,500 | \$91,000 | \$115,440 |
| | Level 3 | 17 | \$103,896 | \$91,000 | \$93,500 | \$115,440 |
| | Level 4 | 15 | \$131,022 | \$115,440 | \$130,910 | \$146,380 |
| | Level 5 | 5 | \$109,252 | \$91,000 | \$91,000 | \$146,380 |
| Hawaii | Total | 8 | \$114,432 | \$71,500 | \$130,910 | \$146,380 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 2 | -- | -- | -- | -- |
| Idaho | Total | 4 | \$77,480 | \$67,730 | \$81,250 | \$91,000 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |

| United States: West | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|---------------------|---------|----|-----------|-----------------|-----------|-----------------|
| Montana | Total | 6 | \$90,133 | \$76,375 | \$91,000 | \$109,330 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 2 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| Nevada | Total | 10 | \$92,482 | \$71,500 | \$91,000 | \$97,110 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 3 | \$84,500 | \$81,250 | \$81,250 | \$91,000 |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 4 | \$104,455 | \$104,455 | \$115,440 | \$115,440 |
| | Level 5 | 1 | -- | -- | -- | -- |
| New Mexico | Total | 8 | \$117,602 | \$91,000 | \$103,220 | \$115,440 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 3 | \$152,146 | \$103,220 | \$103,220 | \$182,720 |
| Oregon | Total | 32 | \$100,277 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 5 | \$82,788 | \$71,500 | \$81,250 | \$91,000 |
| | Level 2 | 8 | \$84,532 | \$67,730 | \$91,000 | \$97,110 |
| | Level 3 | 5 | \$107,652 | \$91,000 | \$103,220 | \$115,440 |
| | Level 4 | 4 | \$92,235 | \$86,125 | \$91,000 | \$97,110 |
| | Level 5 | 7 | \$140,011 | \$115,440 | \$115,440 | \$146,380 |
| Utah | Total | 31 | \$81,522 | \$56,420 | \$71,500 | \$91,000 |
| | Level 1 | 2 | -- | -- | -- | -- |
| | Level 2 | 9 | \$80,166 | \$71,500 | \$71,500 | \$91,000 |
| | Level 3 | 8 | \$79,365 | \$71,500 | \$71,500 | \$91,000 |
| | Level 4 | 6 | \$124,193 | \$97,110 | \$115,440 | \$138,645 |
| | Level 5 | 0 | -- | -- | -- | -- |
| Washington | Total | 78 | \$100,073 | \$71,500 | \$91,000 | \$115,440 |
| | Level 1 | 14 | \$75,938 | \$71,500 | \$71,500 | \$71,500 |
| | Level 2 | 18 | \$93,108 | \$76,375 | \$91,000 | \$115,440 |
| | Level 3 | 14 | \$99,821 | \$91,000 | \$91,000 | \$115,440 |
| | Level 4 | 20 | \$126,387 | \$105,250 | \$115,440 | \$146,380 |
| | Level 5 | 4 | \$140,790 | \$115,440 | \$115,440 | \$156,260 |

| United States Territory | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|-------------------------|---------|---|----------|-----------------|----------|-----------------|
| Puerto Rico | Total | 4 | \$78,715 | \$67,730 | \$71,500 | \$82,485 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 2 | -- | -- | -- | -- |
| | Level 3 | 2 | -- | -- | -- | -- |
| | Level 4 | 0 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |
| South and Latin America | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
| Barbados | Total | 4 | \$66,538 | \$51,025 | \$57,937 | \$73,451 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 1 | -- | -- | -- | -- |
| Brazil | Total | 9 | \$71,702 | \$56,420 | \$56,420 | \$82,355 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 5 | \$81,328 | \$56,420 | \$56,420 | \$91,000 |
| | Level 5 | 1 | -- | -- | -- | -- |
| Colombia | Total | 4 | \$80,600 | \$64,740 | \$81,250 | \$97,110 |
| | Level 1 | 1 | -- | -- | -- | -- |
| | Level 2 | 0 | -- | -- | -- | -- |
| | Level 3 | 0 | -- | -- | -- | -- |
| | Level 4 | 3 | \$77,133 | \$57,980 | \$57,980 | \$93,470 |
| | Level 5 | 0 | -- | -- | -- | -- |
| Costa Rica | Total | 3 | \$48,880 | \$37,570 | \$44,460 | \$57,980 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 1 | -- | -- | -- | -- |
| | Level 4 | 1 | -- | -- | -- | -- |
| | Level 5 | 0 | -- | -- | -- | -- |

| South and Latin America | Level | N | Mean | 25th Percentile | Median | 75th Percentile |
|-------------------------|---------|----|----------|-----------------|----------|-----------------|
| Mexico | Total | 13 | \$68,620 | \$39,650 | \$56,420 | \$81,250 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 1 | -- | -- | -- | -- |
| | Level 3 | 3 | \$63,526 | \$37,570 | \$37,570 | \$79,950 |
| | Level 4 | 5 | \$92,976 | \$71,500 | \$81,250 | \$115,440 |
| | Level 5 | 7 | \$48,035 | \$42,055 | \$44,460 | \$56,420 |
| Trinidad and Tobago | Total | 29 | \$52,263 | \$27,685 | \$34,840 | \$48,936 |
| | Level 1 | 0 | -- | -- | -- | -- |
| | Level 2 | 9 | \$55,705 | \$27,641 | \$30,680 | \$34,840 |
| | Level 3 | 6 | \$33,718 | \$28,812 | \$30,680 | \$35,489 |
| | Level 4 | 6 | \$47,970 | \$34,840 | \$34,840 | \$64,740 |
| | Level 5 | 7 | \$66,820 | \$44,460 | \$50,440 | \$81,250 |

APPENDIX 2

Management Levels Compensation Profiles

Note: only countries with three or more responses are shown. Fewer responses are replaced with dashes (-).

Level 1 – Professional Specialist (Manage No Employees)

Level 1 Compensation by Sector

| Industry Sector | Percent Eligible for Bonus | N | Compensation Type | Mean | 25th Percentile | Median | 75th Percentile |
|-----------------|----------------------------|-----|-------------------|----------|-----------------|----------|-----------------|
| Services | 73% | 140 | Base Salary | \$83,230 | \$56,420 | \$71,500 | \$91,250 |
| | | | Bonus | \$4,331 | \$0 | \$1,000 | \$5,000 |
| Manufacturing | 73% | 54 | Base Salary | \$88,768 | \$60,190 | \$71,500 | \$112,542 |
| | | | Bonus | \$6,134 | \$0 | \$105 | \$7,183 |
| Institutional | 38% | 113 | Base Salary | \$78,656 | \$56,420 | \$71,500 | \$91,000 |
| | | | Bonus | \$638 | \$0 | \$0 | \$0 |

Level 1 Base Salary by Demographics

| | | N | Mean | Median |
|-------------------|---------------------|-----|-----------|-----------|
| Gender | Female | 117 | \$77,217 | \$71,500 |
| | Male | 184 | \$85,796 | \$71,850 |
| Respondent Age | 23 years or younger | 5 | \$60,216 | \$44,460 |
| | 24-42 years | 136 | \$69,960 | \$71,500 |
| | 43-56 years | 105 | \$90,294 | \$91,000 |
| | 57-75 years | 56 | \$101,315 | \$91,000 |
| Total Years in FM | Less than 1 year | 32 | \$67,705 | \$71,500 |
| | 1-2 years | 31 | \$62,425 | \$56,420 |
| | 3-5 years | 69 | \$69,142 | \$71,500 |
| | 6-10 years | 56 | \$83,441 | \$84,000 |
| | 11-15 years | 42 | \$94,171 | \$91,000 |
| | 16-20 years | 27 | \$97,346 | \$91,000 |
| | 21-25 years | 14 | \$89,008 | \$91,000 |
| | 26-30 years | 15 | \$114,573 | \$115,440 |
| | More than 30 years | 27 | \$102,840 | \$91,000 |

Level 1 Base Salary by Demographics

| | | N | Mean | Median |
|----------------------|---|-----|-----------|-----------|
| Education | Less than high school diploma or equivalent | 2 | -- | -- |
| | High school graduate or equivalent | 13 | \$67,520 | \$71,500 |
| | Associate degree | 27 | \$82,536 | \$71,500 |
| | Vocational certificate, no degree | 9 | \$77,173 | \$71,500 |
| | Some college, no degree | 33 | \$74,226 | \$71,500 |
| | Bachelor's degree | 144 | \$80,867 | \$71,500 |
| | Master's degree | 70 | \$95,607 | \$91,000 |
| | Doctorate degree | 4 | \$71,131 | \$63,960 |
| Primary Job Activity | Construction/Project Management | 28 | \$97,289 | \$91,000 |
| | Consulting | 21 | \$96,299 | \$91,000 |
| | Education | 7 | \$82,531 | \$71,500 |
| | Engineering | 7 | \$103,108 | \$115,440 |
| | Environmental Health and Safety | 3 | \$87,980 | \$77,000 |
| | Facility Operations | 188 | \$76,902 | \$71,500 |
| | Information Technology | 5 | \$78,100 | \$91,000 |
| | Interior Design/Space Planning | 14 | \$97,500 | \$91,000 |
| | Janitorial | 3 | \$86,146 | \$71,500 |
| | Procurement | 2 | -- | -- |
| | Real Estate | 13 | \$76,340 | \$91,000 |
| | Sales | 15 | \$89,536 | \$71,500 |
| | Other | 7 | \$86,563 | \$71,500 |
| Geographic Region | Northeast U.S. | 46 | \$105,056 | \$91,000 |
| | South U.S. | 89 | \$86,932 | \$91,000 |
| | Midwest U.S. | 32 | \$82,176 | \$81,250 |
| | West U.S. | 66 | \$83,341 | \$71,500 |
| | Canada | 26 | \$73,134 | \$56,420 |
| | Africa | 5 | \$37,492 | \$34,840 |
| | Asia and Pacific | 13 | \$83,126 | \$71,500 |
| | Europe | 19 | \$52,286 | \$44,460 |
| | Middle East | 7 | \$52,251 | \$56,420 |
| | South and Latin America | 5 | \$57,720 | \$56,420 |

Level 2 – Manage Employees (Do Not Manage Supervisors)

Level 2 Compensation by Sector

| Industry Sector | Percent Eligible for Bonus | N | Compensation Type | Mean | 25th Percentile | Median | 75th Percentile |
|-----------------|----------------------------|-----|-------------------|----------|-----------------|----------|-----------------|
| Services | 75% | 264 | Base Salary | \$87,694 | \$71,500 | \$91,000 | \$115,440 |
| | | | Bonus | \$4,678 | \$0 | \$778 | \$6,781 |
| Manufacturing | 84% | 88 | Base Salary | \$89,797 | \$71,500 | \$91,000 | \$115,440 |
| | | | Bonus | \$5,104 | \$0 | \$2,500 | \$8,000 |
| Institutional | 39% | 238 | Base Salary | \$80,552 | \$56,420 | \$71,500 | \$91,000 |
| | | | Bonus | \$1,246 | \$0 | \$0 | \$35 |

Level 2 Base Salary by Demographics

| | | N | Mean | Median |
|-------------------|---------------------|-----|-----------|-----------|
| Gender | Female | 147 | \$83,930 | \$71,500 |
| | Male | 431 | \$85,464 | \$91,000 |
| Respondent Age | 23 years or younger | 1 | -- | -- |
| | 24-42 years | 243 | \$74,626 | \$71,500 |
| | 43-56 years | 217 | \$87,986 | \$91,000 |
| | 57-75 years | 119 | \$101,219 | \$91,000 |
| Total Years in FM | Less than 1 year | 11 | \$76,889 | \$56,420 |
| | 1-2 years | 48 | \$73,322 | \$71,500 |
| | 3-5 years | 140 | \$75,893 | \$71,500 |
| | 6-10 years | 128 | \$79,529 | \$71,500 |
| | 11-15 years | 103 | \$86,875 | \$91,000 |
| | 16-20 years | 56 | \$91,825 | \$91,000 |
| | 21-25 years | 60 | \$102,082 | \$91,000 |
| | 26-30 years | 27 | \$107,019 | \$91,000 |
| | More than 30 years | 26 | \$104,390 | \$103,220 |

Level 2 Base Salary by Demographics

| | | N | Mean | Median |
|----------------------|---|-----|-----------|-----------|
| Education | Less than high school diploma or equivalent | 24 | \$77,416 | \$71,500 |
| | High school graduate or equivalent | 51 | \$85,090 | \$71,500 |
| | Associate degree | 42 | \$87,097 | \$91,000 |
| | Vocational certificate, no degree | 98 | \$83,196 | \$71,500 |
| | Some college, no degree | 241 | \$84,952 | \$91,000 |
| | Bachelor's degree | 128 | \$88,869 | \$91,000 |
| | Master's degree | 1 | -- | -- |
| Primary Job Activity | Architecture | 3 | \$115,440 | \$115,440 |
| | Construction/Project Management | 19 | \$87,414 | \$91,000 |
| | Consulting | 10 | \$87,400 | \$81,250 |
| | Education | 7 | \$77,257 | \$56,420 |
| | Engineering | 12 | \$75,686 | \$71,500 |
| | Environmental Health and Safety | 6 | \$78,650 | \$73,710 |
| | Facility Operations | 486 | \$84,972 | \$91,000 |
| | Information Technology | 5 | \$67,452 | \$64,000 |
| | Interior Design/Space Planning | 10 | \$105,226 | \$103,220 |
| | Janitorial | 2 | -- | -- |
| | Landscaping | 1 | -- | -- |
| | Procurement | 1 | -- | -- |
| | Real Estate | 24 | \$87,923 | \$91,000 |
| | Sales | 2 | -- | -- |
| | Other | 11 | \$93,911 | \$74,586 |
| Geographic Region | Northeast U.S. | 63 | \$96,187 | \$91,000 |
| | South U.S. | 143 | \$83,845 | \$71,500 |
| | Midwest U.S. | 101 | \$89,138 | \$91,000 |
| | West U.S. | 122 | \$97,728 | \$91,000 |
| | Puerto Rico | 2 | -- | -- |
| | Canada | 47 | \$91,698 | \$91,000 |
| | Africa | 18 | \$34,846 | \$30,680 |
| | Asia and Pacific | 29 | \$60,688 | \$56,420 |
| | Europe | 28 | \$58,967 | \$56,420 |
| | Middle East | 11 | \$58,831 | \$56,420 |
| | South and Latin America | 14 | \$60,622 | \$34,840 |

Level 2 Base Salary by Demographics

| | | N | Mean | Median |
|--|-----------------------|-----|----------|----------|
| Total Employees Reporting Directly or Indirectly | None | 3 | \$93,470 | \$93,470 |
| | 1 to 5 Employees | 284 | \$85,221 | \$91,000 |
| | 6 to 12 Employees | 168 | \$89,022 | \$91,000 |
| | 13 to 24 Employees | 72 | \$83,596 | \$71,500 |
| | 25 to 49 Employees | 53 | \$81,356 | \$71,500 |
| | 50 to 99 Employees | 8 | \$49,511 | \$56,420 |
| | 100 or more Employees | 15 | \$73,367 | \$81,250 |

Level 3 – Manage Supervisor(s) Who Manages Others

Level 3 Compensation by Sector

| Industry Sector | Percent Eligible for Bonus | N | Compensation Type | Mean | 25th Percentile | Median | 75th Percentile |
|-----------------|----------------------------|-----|-------------------|-----------|-----------------|-----------|-----------------|
| Services | 78% | 245 | Base Salary | \$94,498 | \$61,800 | \$91,000 | \$115,440 |
| | | | Bonus | \$6,396 | \$0 | \$1,440 | \$9,350 |
| Manufacturing | 84% | 98 | Base Salary | \$107,280 | \$91,000 | \$115,440 | \$133,860 |
| | | | Bonus | \$10,189 | \$0 | \$3,727 | \$12,274 |
| Institutional | 38% | 247 | Base Salary | \$92,444 | \$71,500 | \$91,000 | \$115,440 |
| | | | Bonus | \$1,913 | \$0 | \$0 | \$0 |

Level 3 Base Salary by Demographics

| | | N | Mean | Median |
|----------------|---------------------|-----|-----------|-----------|
| Gender | Female | 116 | \$107,541 | \$115,440 |
| | Male | 461 | \$93,014 | \$91,000 |
| Respondent Age | 23 years or younger | 2 | -- | -- |
| | 24-42 years | 194 | \$79,428 | \$71,500 |
| | 43-56 years | 229 | \$97,171 | \$91,000 |
| | 57-75 years | 150 | \$116,779 | \$115,440 |

Level 3 Base Salary by Demographics

| | | N | Mean | Median |
|----------------------|---|-----|-----------|-----------|
| Total Years in FM | Less than 1 year | 5 | \$74,299 | \$71,500 |
| | 1-2 years | 23 | \$78,868 | \$71,500 |
| | 3-5 years | 89 | \$77,756 | \$71,500 |
| | 6-10 years | 126 | \$91,198 | \$91,000 |
| | 11-15 years | 122 | \$89,296 | \$91,000 |
| | 16-20 years | 108 | \$99,931 | \$91,000 |
| | 21-25 years | 63 | \$120,328 | \$115,440 |
| | 26-30 years | 39 | \$124,278 | \$115,440 |
| | More than 30 years | 32 | \$116,823 | \$115,440 |
| Education | Less than high school diploma or equivalent | 3 | \$50,787 | \$30,680 |
| | High school graduate or equivalent | 21 | \$90,805 | \$91,000 |
| | Associate degree | 44 | \$88,615 | \$91,000 |
| | Vocational certificate, no degree | 27 | \$95,795 | \$91,000 |
| | Some college, no degree | 80 | \$100,186 | \$91,000 |
| | Bachelor's degree | 254 | \$97,229 | \$91,000 |
| | Master's degree | 145 | \$96,102 | \$91,000 |
| | Doctorate degree | 4 | \$97,435 | \$93,470 |
| | | | | |
| Primary Job Activity | Construction/Project Management | 22 | \$102,138 | \$91,000 |
| | Consulting | 5 | \$84,812 | \$91,000 |
| | Education | 7 | \$74,304 | \$71,500 |
| | Engineering | 24 | \$71,012 | \$71,500 |
| | Environmental Health and Safety | 5 | \$106,080 | \$91,000 |
| | Facility Operations | 480 | \$98,005 | \$91,000 |
| | Information Technology | 2 | -- | -- |
| | Interior Design/Space Planning | 6 | \$121,680 | \$115,440 |
| | Janitorial | 5 | \$54,371 | \$56,420 |
| | Procurement | 3 | \$81,120 | \$71,500 |
| | Real Estate | 35 | \$98,180 | \$91,000 |
| | Sales | 5 | \$75,660 | \$71,500 |
| | Other | 8 | \$82,371 | \$82,125 |

Level 3 Base Salary by Demographics

| | | N | Mean | Median |
|--|-------------------------|-----|-----------|-----------|
| Geographic Region | Northeast U.S. | 62 | \$115,353 | \$115,440 |
| | South U.S. | 157 | \$109,049 | \$91,000 |
| | Midwest U.S. | 81 | \$99,205 | \$91,000 |
| | West U.S. | 84 | \$114,185 | \$115,440 |
| | Puerto Rico | 2 | -- | -- |
| | Canada | 44 | \$101,835 | \$92,515 |
| | Africa | 31 | \$35,426 | \$30,680 |
| | Asia and Pacific | 57 | \$74,366 | \$71,500 |
| | Europe | 28 | \$91,277 | \$71,500 |
| | Middle East | 29 | \$64,582 | \$44,460 |
| | South and Latin America | 14 | \$44,109 | \$40,776 |
| Total Employees Reporting Directly or Indirectly | None | 71 | \$98,926 | \$91,000 |
| | 1 to 5 Employees | 180 | \$97,980 | \$91,000 |
| | 6 to 12 Employees | 148 | \$99,650 | \$91,000 |
| | 13 to 24 Employees | 115 | \$92,198 | \$91,000 |
| | 25 to 49 Employees | 63 | \$93,242 | \$91,000 |
| | 50 to 99 Employees | 35 | \$87,482 | \$91,000 |
| | 100 or more Employees | 2 | -- | -- |

Level 4 – Manage Two or More Levels of Supervisors

Level 4 Compensation by Sector

| Industry Sector | Percent Eligible for Bonus | N | Compensation Type | Mean | 25th Percentile | Median | 75th Percentile |
|-----------------|----------------------------|-----|-------------------|-----------|-----------------|-----------|-----------------|
| Services | 84% | 279 | Base Salary | \$109,552 | \$71,500 | \$115,440 | \$146,380 |
| | | | Bonus | \$9,652 | \$0 | \$3,000 | \$14,000 |
| Manufacturing | 92% | 81 | Base Salary | \$113,057 | \$90,000 | \$115,440 | \$146,380 |
| | | | Bonus | \$15,497 | \$1,126 | \$6,250 | \$20,809 |
| Institutional | 39% | 270 | Base Salary | \$109,510 | \$71,500 | \$115,440 | \$146,380 |
| | | | Bonus | \$2,368 | \$0 | \$0 | \$60 |

Level 4 Base Salary by Demographics

| | | N | Mean | Median |
|----------------------|---|-----|-----------|-----------|
| Gender | Female | 84 | \$123,543 | \$115,440 |
| | Male | 529 | \$108,240 | \$115,440 |
| Respondent Age | 23 years or younger | 4 | \$70,395 | \$67,730 |
| | 24-42 years | 161 | \$82,416 | \$91,000 |
| | 43-56 years | 300 | \$117,762 | \$115,440 |
| | 57-75 years | 149 | \$127,016 | \$115,440 |
| | 21-25 years | 63 | \$120,328 | \$115,440 |
| Total Years in FM | Less than 1 year | 1 | -- | -- |
| | 1-2 years | 7 | \$102,774 | \$56,420 |
| | 3-5 years | 52 | \$85,898 | \$91,000 |
| | 6-10 years | 110 | \$86,424 | \$91,000 |
| | 11-15 years | 123 | \$100,897 | \$115,440 |
| | 16-20 years | 111 | \$109,299 | \$115,440 |
| | 21-25 years | 99 | \$126,560 | \$115,440 |
| | 26-30 years | 76 | \$132,767 | \$130,910 |
| | More than 30 years | 61 | \$137,929 | \$115,440 |
| Education | Less than high school diploma or equivalent | 2 | -- | -- |
| | High school graduate or equivalent | 13 | \$93,580 | \$91,000 |
| | Associate degree | 37 | \$114,624 | \$115,440 |
| | Vocational certificate, no degree | 34 | \$94,736 | \$91,000 |
| | Some college, no degree | 53 | \$112,005 | \$115,440 |
| | Bachelor's degree | 274 | \$112,039 | \$115,440 |
| | Master's degree | 193 | \$109,447 | \$115,440 |
| | Doctorate degree | 7 | \$153,865 | \$146,380 |
| Primary Job Activity | Architecture | 4 | \$112,285 | \$146,380 |
| | Construction/Project Management | 17 | \$118,071 | \$115,440 |
| | Consulting | 7 | \$112,254 | \$146,380 |
| | Education | 8 | \$88,562 | \$91,000 |
| | Engineering | 28 | \$115,972 | \$115,440 |
| | Environmental Health and Safety | 3 | \$61,706 | \$34,840 |
| | Facility Operations | 509 | \$107,845 | \$115,440 |
| | Information Technology | 1 | -- | -- |
| | Interior Design/Space Planning | 4 | \$96,915 | \$103,220 |
| | Janitorial | 6 | \$90,956 | \$81,250 |

Level 4 Base Salary by Demographics

| | | N | Mean | Median |
|--|-------------------------|-----|-----------|-----------|
| Primary Job Activity (continued) | Procurement | 1 | -- | -- |
| | Landscaping | 3 | \$121,420 | \$146,380 |
| | Real Estate | 39 | \$130,407 | \$115,440 |
| | Other | 10 | \$156,872 | \$146,380 |
| Geographic Region | Northeast U.S. | 60 | \$144,961 | \$146,380 |
| | South U.S. | 154 | \$123,854 | \$115,440 |
| | Midwest U.S. | 75 | \$117,297 | \$115,440 |
| | West U.S. | 98 | \$131,991 | \$115,440 |
| | Canada | 40 | \$127,402 | \$115,440 |
| | Africa | 30 | \$59,685 | \$39,650 |
| | Asia and Pacific | 57 | \$69,913 | \$56,420 |
| | Europe | 25 | \$95,526 | \$91,000 |
| | Middle East | 53 | \$61,943 | \$56,420 |
| | South and Latin America | 26 | \$79,646 | \$71,500 |
| Total Employees Reporting Directly or Indirectly | None | 1 | -- | -- |
| | 1 to 5 Employees | 16 | \$98,726 | \$103,220 |
| | 6 to 12 Employees | 104 | \$109,694 | \$115,440 |
| | 13 to 24 Employees | 133 | \$108,251 | \$115,440 |
| | 25 to 49 Employees | 172 | \$115,612 | \$115,440 |
| | 50 to 99 Employees | 107 | \$107,406 | \$115,440 |
| | 100 or more Employees | 104 | \$106,943 | \$103,220 |

Level 5 – Senior Executive

Level 5 Compensation by Sector

| Industry Sector | Percent Eligible for Bonus | N | Compensation Type | Mean | 25th Percentile | Median | 75th Percentile |
|-----------------|----------------------------|-----|-------------------|-----------|-----------------|-----------|-----------------|
| Services | 85% | 183 | Base Salary | \$133,062 | \$91,000 | \$115,440 | \$185,900 |
| | | | Bonus | \$18,151 | \$0 | \$4,500 | \$24,750 |
| Manufacturing | 88% | 41 | Base Salary | \$154,438 | \$91,000 | \$146,380 | \$250,000 |
| | | | Bonus | \$890,842 | \$625 | \$9,000 | \$27,750 |
| Institutional | 48% | 159 | Base Salary | \$136,533 | \$91,000 | \$115,440 | \$185,900 |
| | | | Bonus | \$9,897 | \$0 | \$0 | \$2,500 |

Level 5 Base Salary by Demographics

| | | N | Mean | Median |
|-------------------|---------------------|-----|-----------|-----------|
| Gender | Female | 59 | \$133,631 | \$115,440 |
| | Male | 314 | \$136,163 | \$146,380 |
| Respondent Age | 23 years or younger | 1 | -- | -- |
| | 24-42 years | 74 | \$103,106 | \$91,000 |
| | 43-56 years | 178 | \$130,773 | \$115,440 |
| | 57-75 years | 123 | \$164,709 | \$146,380 |
| Total Years in FM | Less than 1 year | 2 | -- | -- |
| | 1-2 years | 2 | -- | -- |
| | 3-5 years | 19 | \$90,189 | \$91,000 |
| | 6-10 years | 48 | \$108,373 | \$91,000 |
| | 11-15 years | 67 | \$119,790 | \$115,440 |
| | 16-20 years | 68 | \$115,629 | \$91,000 |
| | 21-25 years | 61 | \$159,712 | \$146,380 |
| | 26-30 years | 56 | \$156,034 | \$146,380 |
| | More than 30 years | 75 | \$161,477 | \$146,380 |

Level 5 Base Salary by Demographics

| | | N | Mean | Median |
|----------------------|---|-----|-----------|-----------|
| Education | Less than high school diploma or equivalent | 3 | \$90,740 | \$91,000 |
| | High school graduate or equivalent | 13 | \$133,446 | \$138,000 |
| | Associate degree | 17 | \$129,266 | \$115,440 |
| | Vocational certificate, no degree | 10 | \$94,224 | \$91,000 |
| | Some college, no degree | 36 | \$139,755 | \$146,380 |
| | Bachelor's degree | 142 | \$134,641 | \$115,440 |
| | Master's degree | 147 | \$142,895 | \$146,380 |
| | Doctorate degree | 9 | \$131,237 | \$115,440 |
| Primary Job Activity | Architecture | 2 | -- | -- |
| | Construction/Project Management | 16 | \$152,768 | \$146,380 |
| | Consulting | 28 | \$142,897 | \$146,380 |
| | Education | 9 | \$119,418 | \$115,440 |
| | Engineering | 12 | \$113,610 | \$115,440 |
| | Environmental Health and Safety | 2 | -- | -- |
| | Facility Operations | 258 | \$130,577 | \$115,440 |
| | Information Technology | 3 | \$95,710 | \$91,000 |
| | Janitorial | 3 | \$250,000 | \$250,000 |
| | Procurement | 1 | -- | -- |
| | Real Estate | 36 | \$159,926 | \$146,380 |
| | Sales | 6 | \$97,413 | \$71,500 |
| | Talent Recruitment | 1 | -- | -- |
| | Other | 21 | \$161,296 | \$185,900 |
| Geographic Region | Northeast U.S. | 46 | \$178,805 | \$185,900 |
| | South U.S. | 73 | \$151,622 | \$146,380 |
| | Midwest U.S. | 40 | \$149,144 | \$146,380 |
| | West U.S. | 47 | \$164,433 | \$146,380 |
| | Canada | 21 | \$141,322 | \$146,380 |
| | Africa | 17 | \$70,466 | \$71,500 |
| | Asia and Pacific | 58 | \$106,125 | \$91,000 |
| | Europe | 29 | \$119,379 | \$115,440 |
| | Middle East | 40 | \$104,693 | \$91,000 |
| | South and Latin America | 16 | \$73,312 | \$56,420 |

Level 5 Base Salary by Demographics

| | | N | Mean | Median |
|--|-----------------------|-----|-----------|-----------|
| Total Employees Reporting Directly or Indirectly | None | 8 | \$132,934 | \$146,380 |
| | 1 to 5 Employees | 25 | \$132,769 | \$103,220 |
| | 6 to 12 Employees | 46 | \$124,326 | \$115,440 |
| | 13 to 24 Employees | 56 | \$130,267 | \$115,440 |
| | 25 to 49 Employees | 64 | \$132,843 | \$115,440 |
| | 50 to 99 Employees | 72 | \$123,770 | \$115,440 |
| | 100 or more Employees | 130 | \$150,650 | \$146,380 |

APPENDIX 3

Sector-Specific Compensation Data by Management Level

| Industry | Sector | N | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---------------|--|-----|-----------|-----------|-----------|-----------|-----------|
| Services | Association (Federal, Society) | 20 | \$91,000 | \$91,000 | \$91,000 | \$130,910 | \$146,380 |
| | Charitable Foundation | 35 | \$56,420 | \$91,000 | \$115,440 | \$103,220 | \$85,930 |
| | Cultural Facilities | 24 | \$71,500 | \$34,840 | \$91,000 | \$91,000 | \$115,440 |
| | Educational (Training Center, K-12, College/University) | 158 | \$71,500 | \$71,500 | \$71,500 | \$91,000 | \$115,440 |
| | Government - City/County | 153 | \$71,500 | \$91,000 | \$115,440 | \$115,440 | \$146,380 |
| | Government - Federal | 188 | \$91,000 | \$71,500 | \$91,000 | \$115,440 | \$185,900 |
| | Government - State/Provincial | 90 | \$56,420 | \$73,043 | \$115,440 | \$115,440 | \$130,910 |
| | Military | 17 | \$118,690 | \$91,000 | \$115,440 | \$71,500 | \$208,000 |
| | Religious | 85 | \$71,500 | \$71,500 | \$56,420 | \$91,000 | \$185,900 |
| | Research | 45 | \$53,170 | \$71,500 | \$71,500 | \$166,140 | \$146,380 |
| | Other - Institutions | 61 | \$71,500 | \$81,250 | \$130,910 | \$81,250 | \$146,380 |
| Manufacturing | Aircraft/Industrial Equipment | 27 | \$103,220 | \$91,000 | \$115,440 | \$146,380 | \$196,950 |
| | Building/Construction | 62 | \$63,960 | \$71,500 | \$91,000 | \$115,440 | \$44,460 |
| | Chemicals/Pharmaceuticals | 47 | \$91,000 | \$91,000 | \$115,440 | \$146,380 | \$195,450 |
| | Computer | 15 | \$71,500 | \$73,710 | \$101,764 | \$91,000 | \$146,380 |
| | Consumer Products (Food, Paper) | 25 | \$91,000 | \$91,000 | \$91,000 | \$91,000 | \$91,000 |
| | Electronics | 134 | \$63,960 | \$71,500 | \$91,000 | \$130,910 | \$126,230 |
| | Energy (Mining, Distribution) | 39 | \$91,000 | \$91,000 | \$146,380 | \$115,440 | \$115,440 |
| | Medical Equipment | 31 | \$71,500 | \$91,000 | \$81,250 | \$115,440 | \$185,900 |
| | Motor Vehicles | 48 | \$97,425 | \$71,500 | \$91,000 | \$85,930 | \$110,164 |
| | Other - Manufacturing | 106 | \$71,500 | \$71,500 | \$91,000 | \$91,000 | \$103,220 |
| Services | Banking | 129 | \$56,420 | \$71,500 | \$91,000 | \$115,440 | \$115,440 |
| | Health Care | 123 | \$71,500 | \$81,359 | \$91,000 | \$125,055 | \$146,380 |
| | Hospitality (Hotel, Restaurant) | 95 | \$128,700 | \$91,000 | \$91,000 | \$91,000 | \$103,220 |
| | Information Services (Data Processing, eCommerce) | 65 | \$81,250 | \$71,500 | \$81,250 | \$91,000 | \$146,380 |
| | Insurance (Health, Life, Auto, Mutual, Casualty, Flood) | 87 | \$81,250 | \$91,000 | \$91,000 | \$146,380 | \$115,440 |
| | Investment Services (Securities) | 48 | \$161,720 | \$91,000 | \$115,440 | \$130,910 | \$149,500 |
| | Media (Broadcasting, Entertainment, Gaming, Media, Publishing) | 42 | \$91,000 | \$56,420 | \$130,910 | \$130,910 | \$146,380 |
| | Professional Services (Engineering, Architecture, HSE) | 101 | \$91,000 | \$91,000 | \$115,440 | \$49,000 | \$192,950 |
| | Professional Services (Legal, Accounting) | 88 | \$71,500 | \$91,000 | \$71,500 | \$115,440 | \$91,000 |
| | Real Estate | 80 | \$91,000 | \$115,440 | \$146,380 | \$91,000 | \$91,000 |
| | Telecommunications | 38 | \$93,820 | \$71,500 | \$146,380 | \$73,710 | \$146,380 |
| | Trade (Wholesale, Retail) | 39 | \$91,000 | \$115,440 | \$102,159 | \$115,440 | \$146,380 |
| | Transportation/Logistics | 51 | \$56,420 | \$91,000 | \$91,000 | \$115,440 | |
| | Other - Services | 95 | \$91,000 | \$91,000 | \$91,000 | \$91,000 | \$146,380 |

APPENDIX 4

Benefits Package Details

Retirement Benefits

| Benefits Offered | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---|---------|---------|---------|---------|---------|
| N | 266 | 489 | 444 | 440 | 241 |
| Defined-contribution (e.g., U.S. 401K, 403b, or equivalent) | 79% | 82% | 82% | 80% | 72% |
| Defined-benefit (e.g. pension) | 20% | 21% | 23% | 33% | 25% |
| Not applicable - my employer does not offer retirement benefits for my position | 8% | 4% | 2% | 3% | 7% |
| Other (please describe) | 3% | 3% | 3% | 2% | 7% |

Insurance Benefits

| Benefits Offered | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|--------------------|---------|---------|---------|---------|---------|
| N | 266 | 489 | 444 | 440 | 241 |
| Dental | 92% | 96% | 96% | 94% | 89% |
| Health | 94% | 96% | 98% | 97% | 94% |
| Life | 88% | 91% | 90% | 93% | 88% |
| Long-term care | 65% | 67% | 67% | 67% | 63% |
| Short-term care | 66% | 65% | 66% | 65% | 57% |
| Prescription | 71% | 78% | 78% | 81% | 78% |
| Vision | 89% | 91% | 92% | 90% | 85% |
| Mental wellbeing | 63% | 65% | 62% | 72% | 62% |
| Physical wellbeing | 56% | 51% | 54% | 61% | 49% |
| Other | 1% | 2% | 1% | 2% | 4% |

Ancillary Benefits

| Benefits Offered | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---------------------------|---------|---------|---------|---------|---------|
| N | 266 | 489 | 444 | 440 | 241 |
| Adoption assistance | 20% | 20% | 19% | 15% | 16% |
| Cafeteria (onsite) | 29% | 24% | 31% | 33% | 31% |
| Childcare services | 7% | 8% | 6% | 9% | 9% |
| Gym membership | 23% | 22% | 21% | 22% | 20% |
| Education assistance | 53% | 54% | 58% | 58% | 54% |
| Exercise room (onsite) | 32% | 29% | 32% | 36% | 29% |
| Flexible working hours | 51% | 51% | 52% | 53% | 55% |
| Transportation assistance | 21% | 20% | 17% | 21% | 15% |
| Parental leave | 46% | 54% | 47% | 45% | 41% |
| Parking (onsite) | 52% | 57% | 60% | 59% | 57% |
| Sabbatical leave | 9% | 9% | 7% | 7% | 9% |
| Telecommuting | 44% | 42% | 39% | 43% | 44% |
| Other | 1% | 1% | 1% | 1% | 2% |

APPENDIX 5

Regression Analysis of Base Salary

A regression model is an analytical tool that measures the influence that numerous variables have on predicting an individual's base salary. The output of the regression is a model that assigns a value to each variable included in the analysis and can be used to predict the base salary for an individual, given the values assigned to the variables in the equation.

This regression model allows the reader to determine the independent impact of various factors, holding other factors constant. For example, we may observe that older people earn higher salaries, but the real reason is not advanced age, but rather it is the cumulative years of experience which causes a higher level of pay. The regression model below allows the reader to determine how much each factor contributes simultaneously to base salary.

In this analysis, the base salary (US\$) was regressed against the following factors: age, time in FM (years), time at current employer (years), level of responsibility, education, gender, geographic region, and primary job responsibility.

The table below indicates the values assigned to each variable in the regression model. The values in the table indicate how much to add to the "constant" value if the individual has that particular component (e.g., living in the Northeast U.S.).

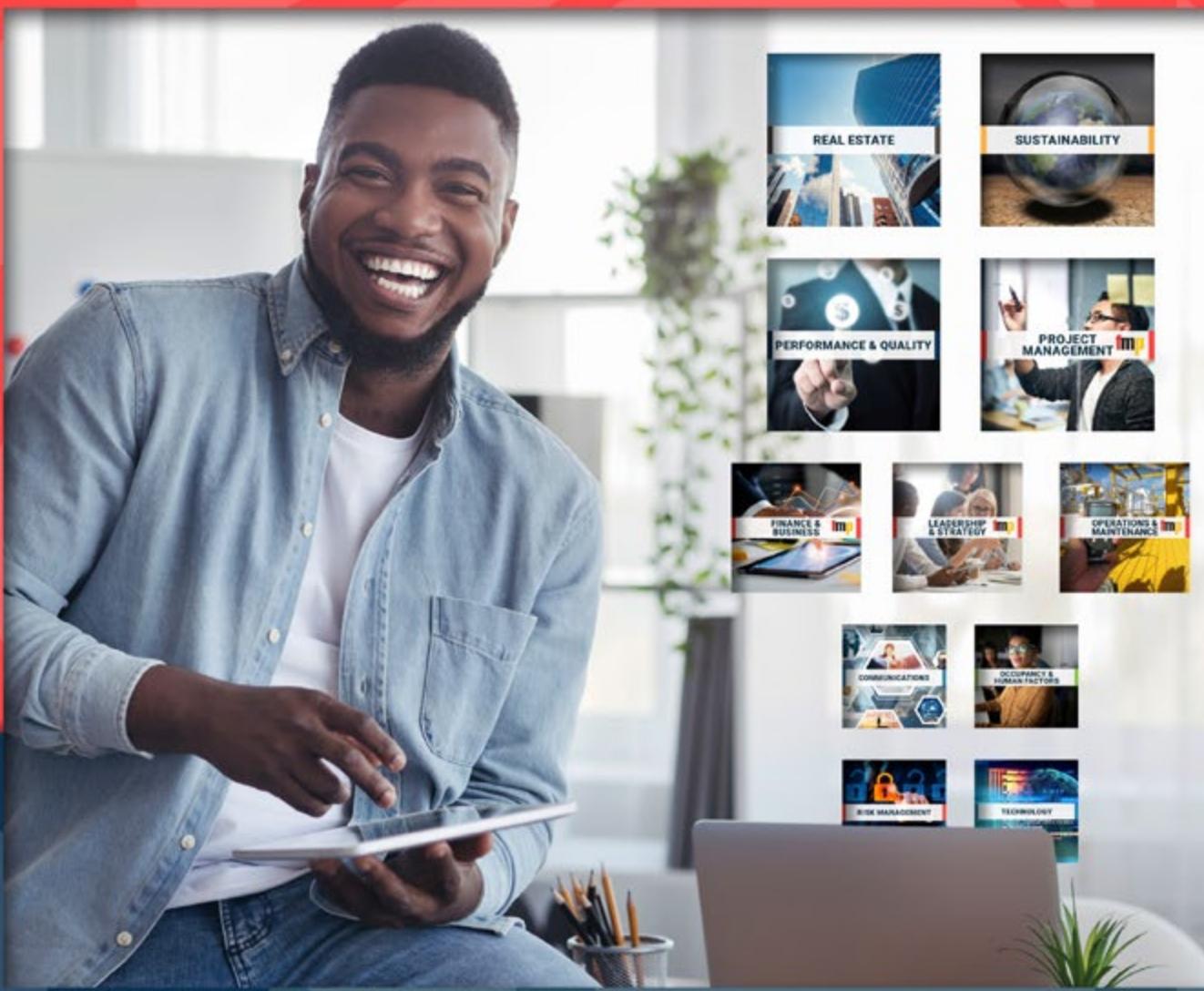
An individual case can be predicted by building from the data in the table below. For example, the typical Level 3 facility management professional is 43-56 years old, holds a bachelor's degree, has worked in facility management for 6-10 years, has 3-5 years with their current employer, lives in the U.S. Midwest, and works in Facility Operations. Using the data below, the predicted base salary for this individual is \$99,387 ($\$95,794 - \$10,448 + \$6,759 + \$4,610 - \$2,411 + \$5,083$). The average salary from the total sample is \$99,820. Regardless of which factors the reader analyzes, it is recommended to assess all factors together (age, time in FM, time at current employer, etc.).

| Factor | Variable | Value |
|------------|---------------------|-----------|
| | Constant | \$95,794 |
| Age | 23 years or younger | -\$15,218 |
| | 24-42 years | * |
| | 43-56 years | \$6,759 |
| | 57-75 years | \$9,819 |
| Time in FM | Less than 1 year | -\$11,492 |
| | 1-2 years | -\$4,421 |
| | 3-5 years | -\$4,652 |
| | 6-10 years | * |
| | 11-15 years | \$4,338 |
| | 16-20 years | \$3,282 |
| | 21-25 years | \$17,991 |
| | 26-30 years | \$21,748 |
| | More than 30 years | \$17,382 |

| Factor | Variable | Value |
|--------------------------|------------------------------------|-------------------|
| | | Constant \$95,794 |
| Time at Current Employer | 1-2 years | -\$2,885 |
| | 3-5 years | * |
| | 6-10 years | -\$2,386 |
| | 11-15 years | \$3,355 |
| | 16-20 years | \$9,380 |
| | 21-25 years | \$6,420 |
| | 26-30 years | \$12,035 |
| | More than 30 years | \$12,414 |
| Level of Responsibility | Level 1 | -\$27,386 |
| | Level 2 | -\$22,866 |
| | Level 3 | -\$10,448 |
| | Level 4 | * |
| | Level 5 | \$20,998 |
| Education | High school graduate or equivalent | -\$14,394 |
| | Associate degree | -\$9,651 |
| | Vocational certificate, no degree | -\$8,348 |
| | Some college, no degree | -\$7,684 |
| | Bachelor's degree | \$4,610 |
| | Master's degree | \$10,776 |
| | Doctorate degree | \$20,456 |
| | | |
| Gender | Female | * |
| | Male | -\$125 |
| Geographic Region | Africa | -\$64,746 |
| | Asia and Pacific | -\$37,474 |
| | Europe | -\$32,703 |
| | Middle East | -\$40,869 |
| | South and Latin America | -\$48,131 |
| | Canada | \$3,772 |
| | United States – Northeast | \$14,413 |
| | United States – South | \$930 |
| | United States – Midwest | -\$2,411 |
| | United States – West | \$9,384 |
| | United States – Puerto Rico | -\$21,291 |

| Factor | Variable | Value |
|----------------------------|---------------------------------|-------------------|
| | | Constant \$95,794 |
| Primary Job Responsibility | Architecture | \$1,198 |
| | Construction/Project Management | \$11,120 |
| | Consulting | \$18,657 |
| | Education | -\$9,341 |
| | Engineering | \$8,944 |
| | Environmental Health and Safety | \$7,236 |
| | Facility Operations | \$5,083 |
| | Information Technology | \$15,459 |
| | Interior Design/Space Planning | \$10,089 |
| | Janitorial | \$14,462 |
| | Real Estate | \$23,563 |
| | Sales | \$10,762 |
| | Other | \$30,167 |

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