



IFMATM

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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Simplar is a collaborative team of faculty and researchers from universities across the United States who specialize in facility organizational assessment, performance measurement and analytics, process improvement, and advanced procurement delivery systems. Learn more at www.simplar.com.

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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%



65%
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 American 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 professional 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 Simplar Foundation research papers at simplarfoundation.org/research/.

FIGURE 1
Employment Status

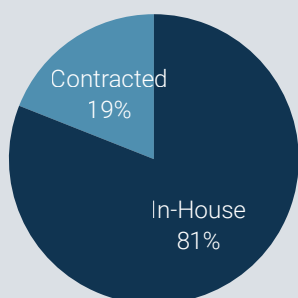


FIGURE 2
Income Type

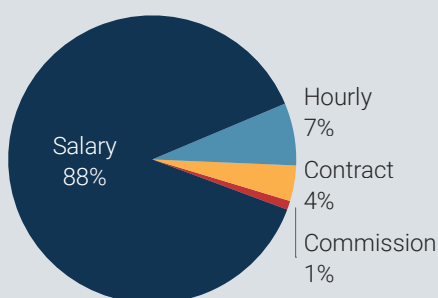


FIGURE 3
Gender

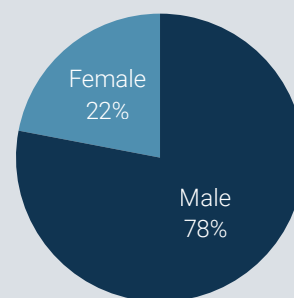


FIGURE 4
Age Range (Years)

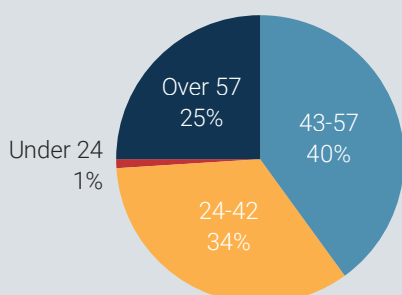


FIGURE 5
Retirement Timeframe (Years)

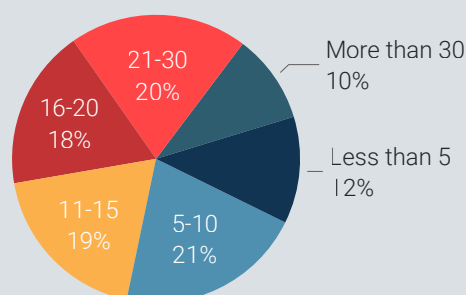
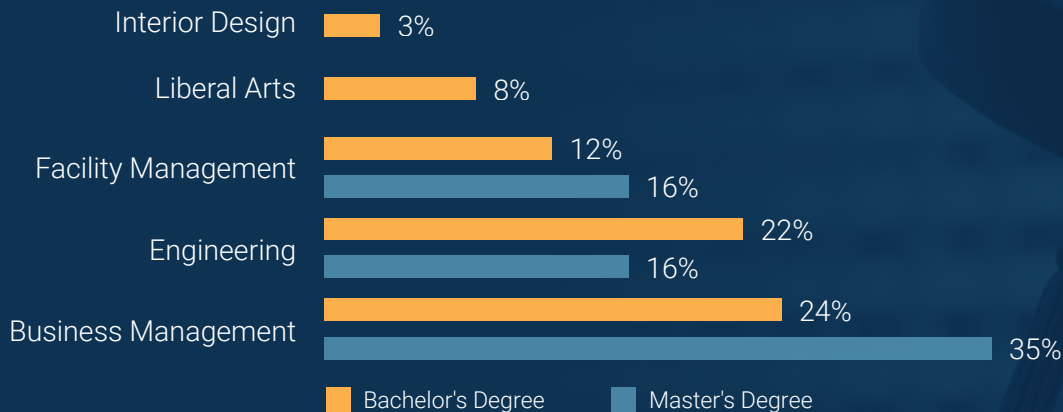


FIGURE 6

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



70%
of respondents hold
college degrees

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

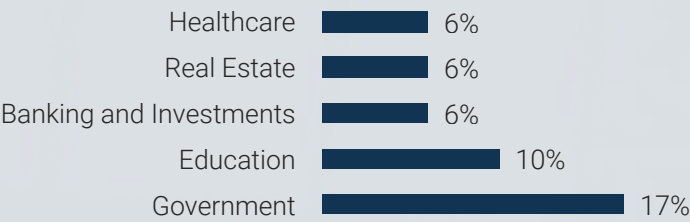


FIGURE 8
Common FM Job Functions

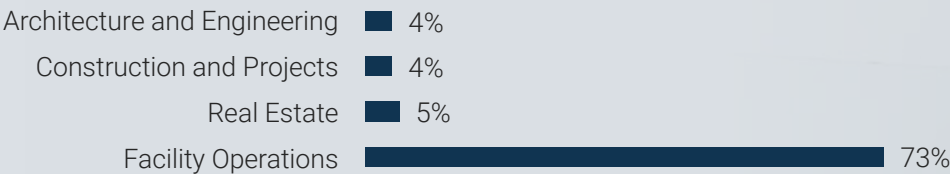


FIGURE 9

Respondents by Global Region

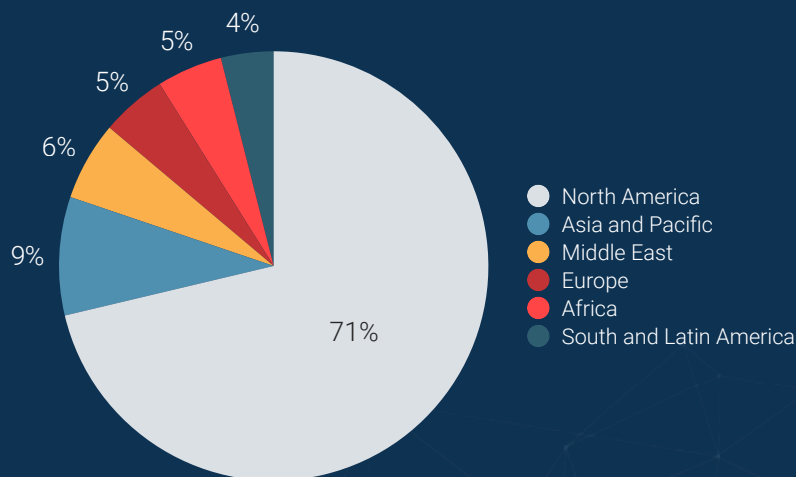
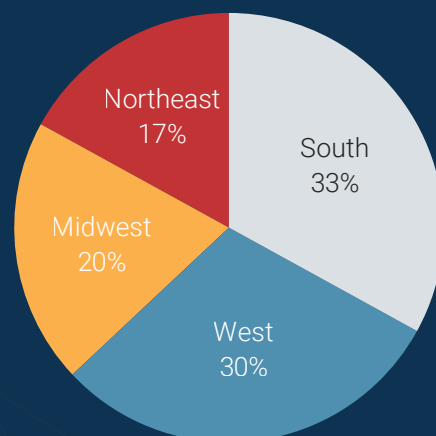


FIGURE 10

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

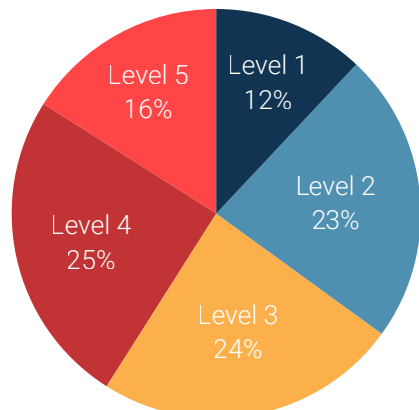
Respondents were asked to select a job level that best describes their current role; this data was used to clearly separate compensation by levels of responsibility with an organization. There is a fairly even distribution between level 1 (12%), level 2 (23%), level 3 (24%), level 4 (25%), and level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



Job Levels

- Level 1** – Professional specialist (manage no employees)
- 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

FIGURE 12

Average Years of Management Experience and Tenure by Job Level

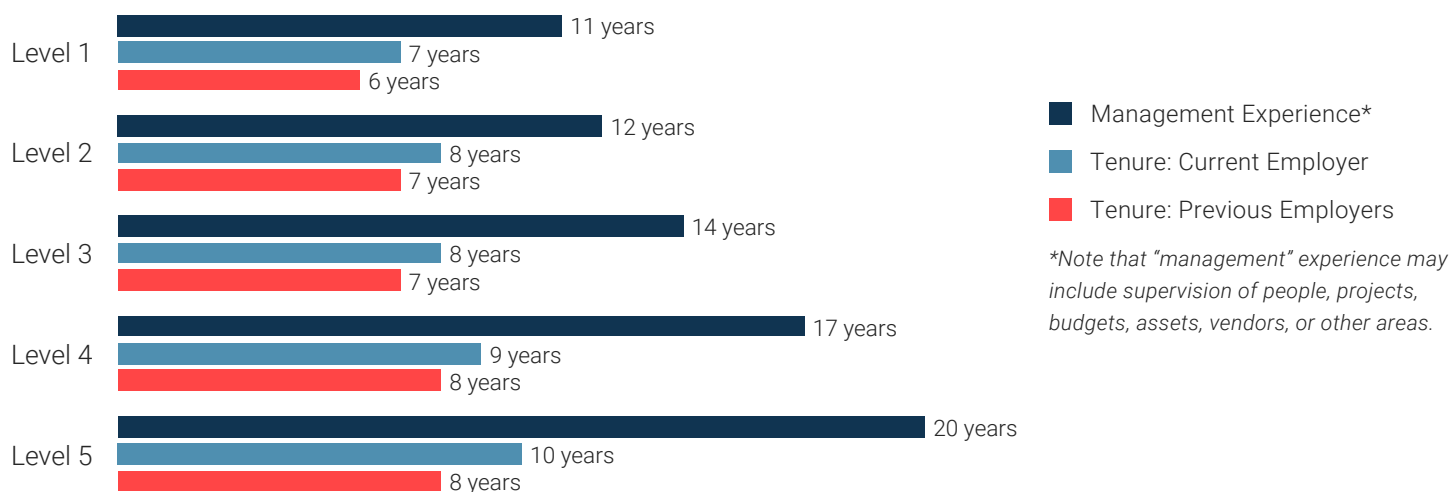


TABLE 1

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

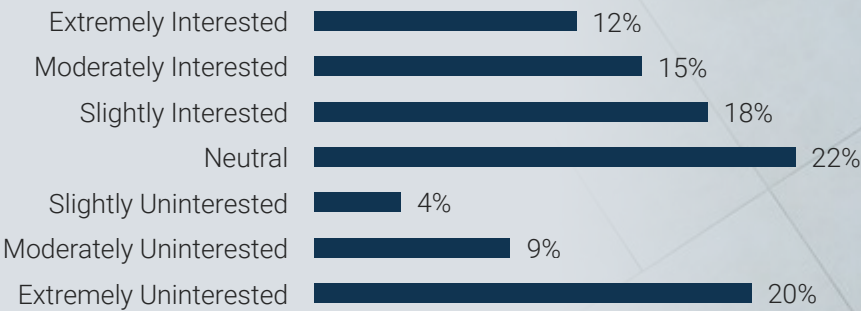


FIGURE 14
Job Change and Relocation Summary in 2020



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

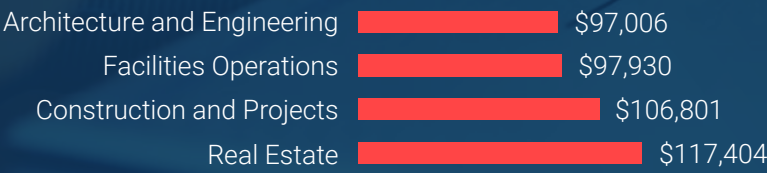


FIGURE 16
Job Level



FIGURE 17
Global Region

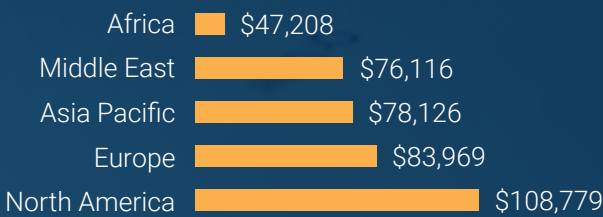


FIGURE 18
U.S. Region



FIGURE 19
Bonus Eligibility

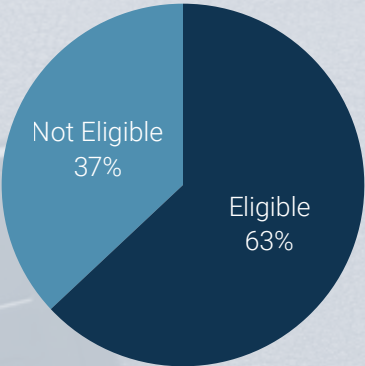


FIGURE 20
Median Bonus as Percent of Base Salary

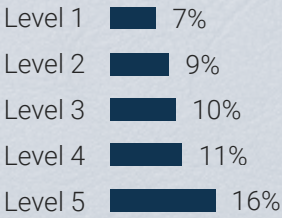


FIGURE 21
Median Percent of Bonus Paid in 2020

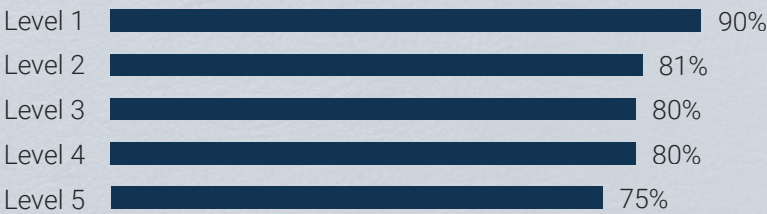
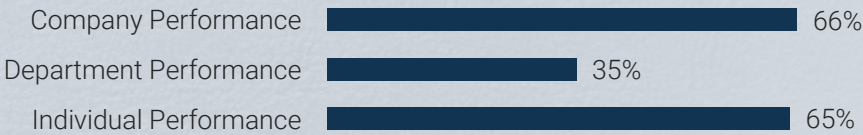


FIGURE 22
Primary Bonus Payment Criteria



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).

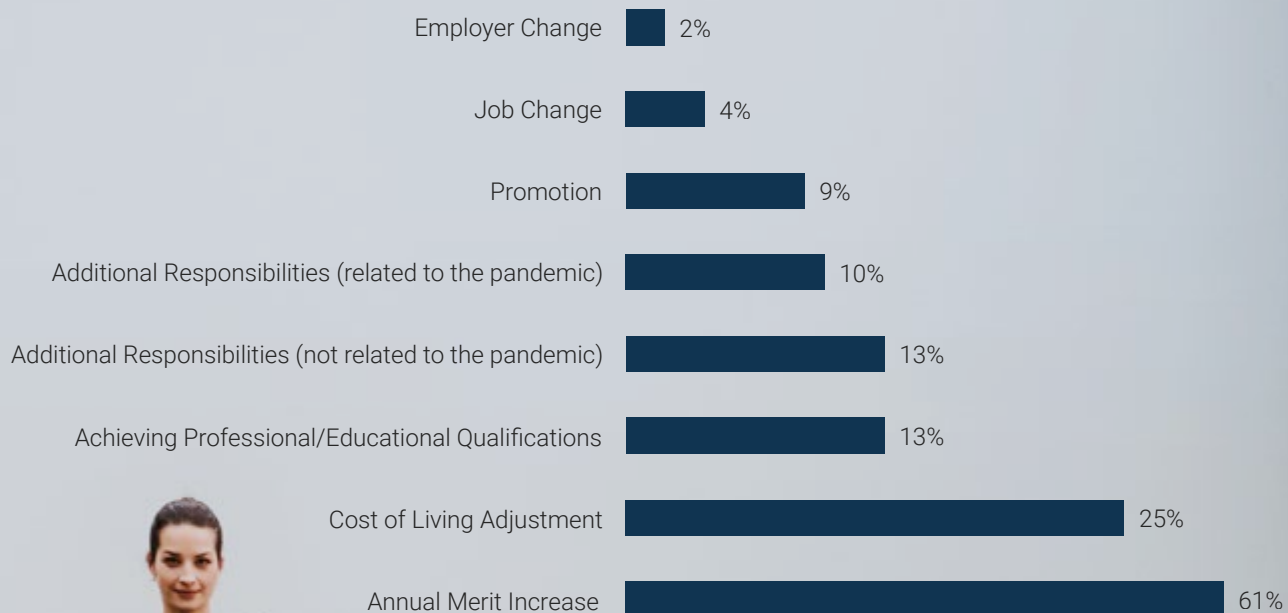
PAY INCREASES AND DECREASES

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

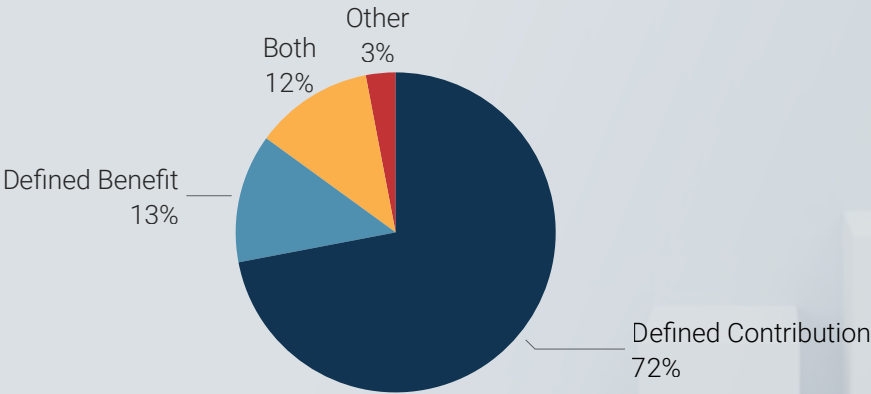


FIGURE 25

Supplementary Benefits



FIGURE 26

Insurance Benefits

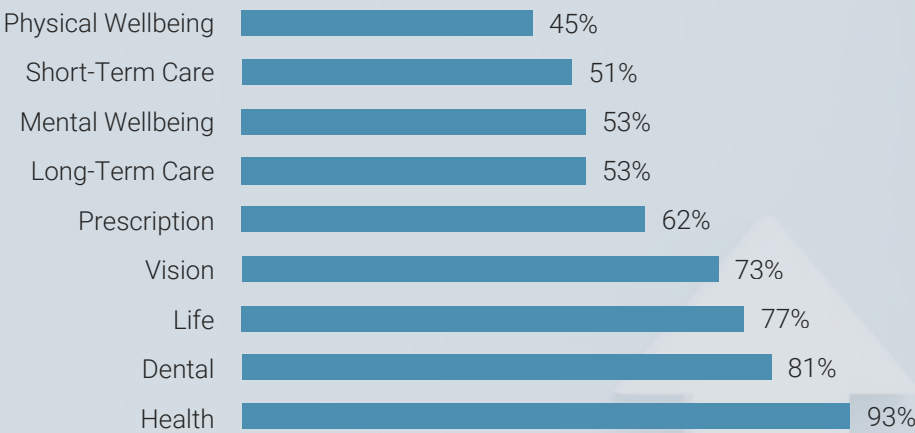


FIGURE 27

Ancillary Benefits

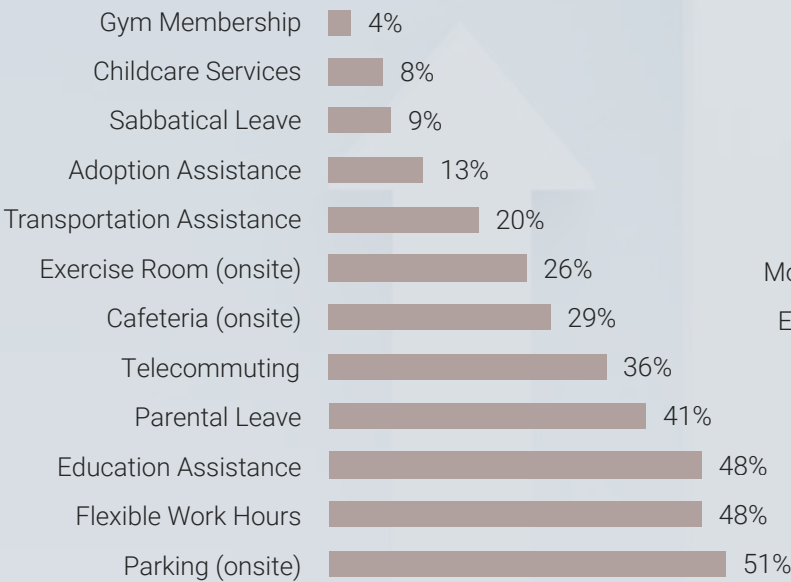
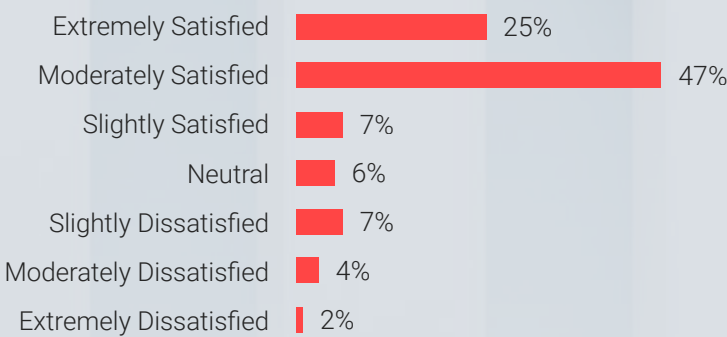


FIGURE 28

Overall Compensation Satisfaction Level





FM Job Market



**Average job hunt
duration for FM
professionals**

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.

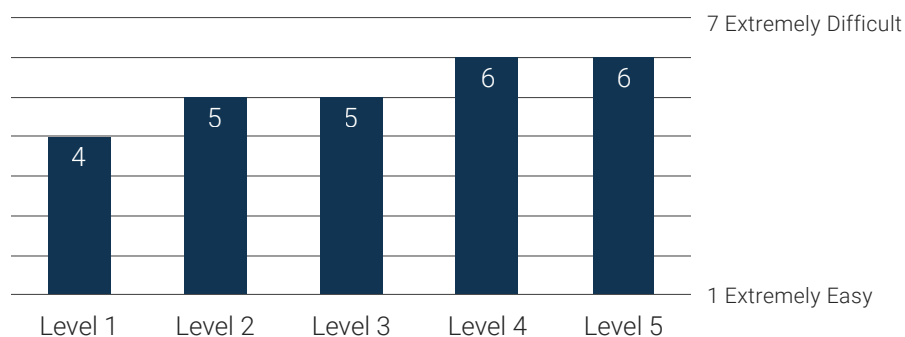
TABLE 2

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

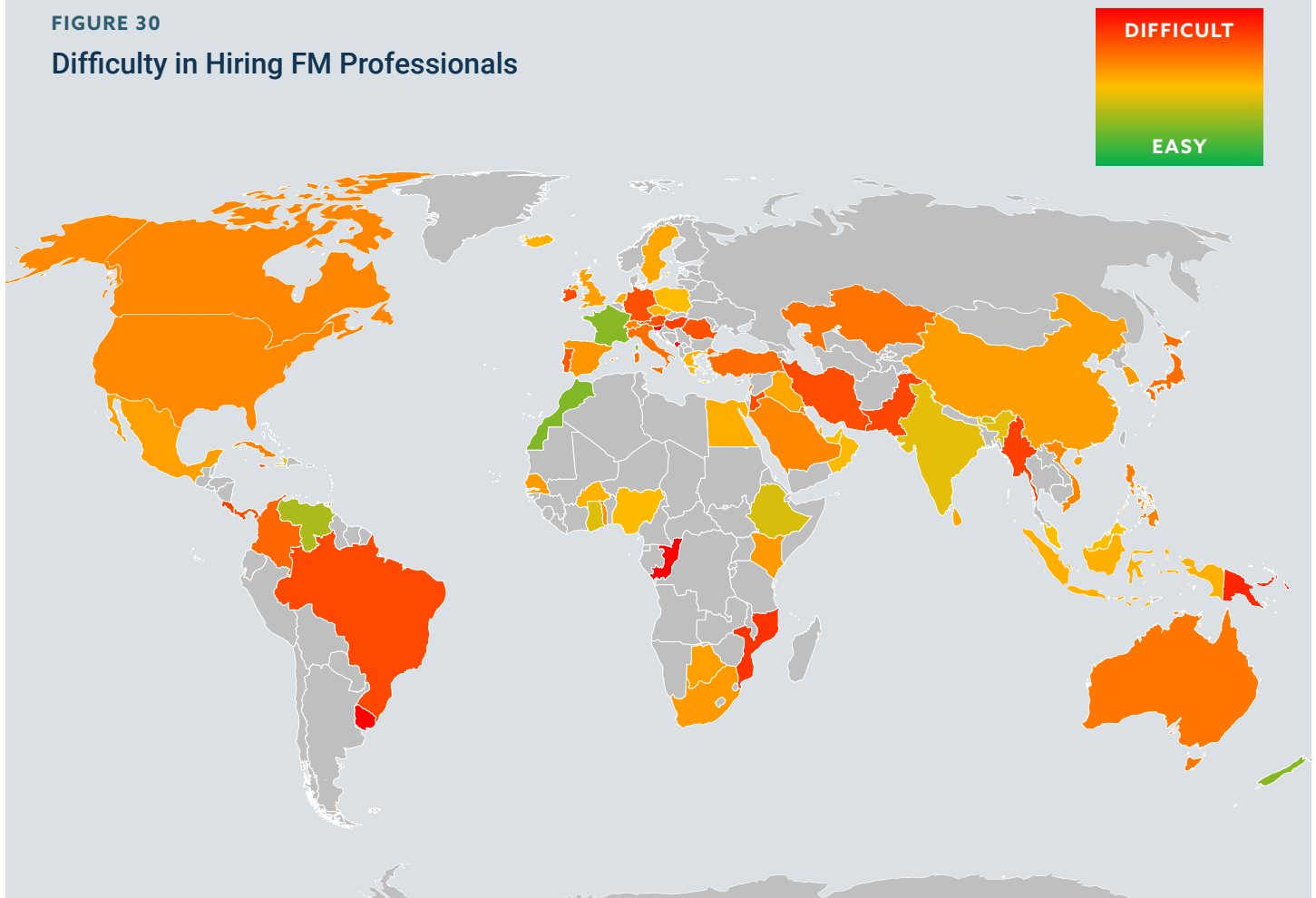


Globally, there are disparities in the ability to hire FM professionals. Select countries in South and Latin America, Oceania, and the Middle East report moderate success in hiring professionals, while others face difficulty. The challenge in hiring an FM workforce is driven by the age of the existing 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.



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
	2-25 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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