

H TWO NATIONAL
NATIONAL REAL ESTATE EXECUTIVE SEARCH FIRM

2026

COMPENSATION GUIDE

H

WELCOME TO OUR COMPANY

**“BEST IN CLASS” NATIONAL REAL ESTATE EXECUTIVE SEARCH
FIRM WITH THE LARGEST RESEARCH DATABASE**

PROVIDING SOLUTIONS FOR YOUR MOST PRESSING STAFFING NEEDS

Our tenacious real estate recruiters promote your brand and your opportunity to those who need to hear.

As your premier real estate executive search firm, we provide specialized recruiting services to a broad range of real estate organizations, filling new and existing roles that help our clients compete and grow.

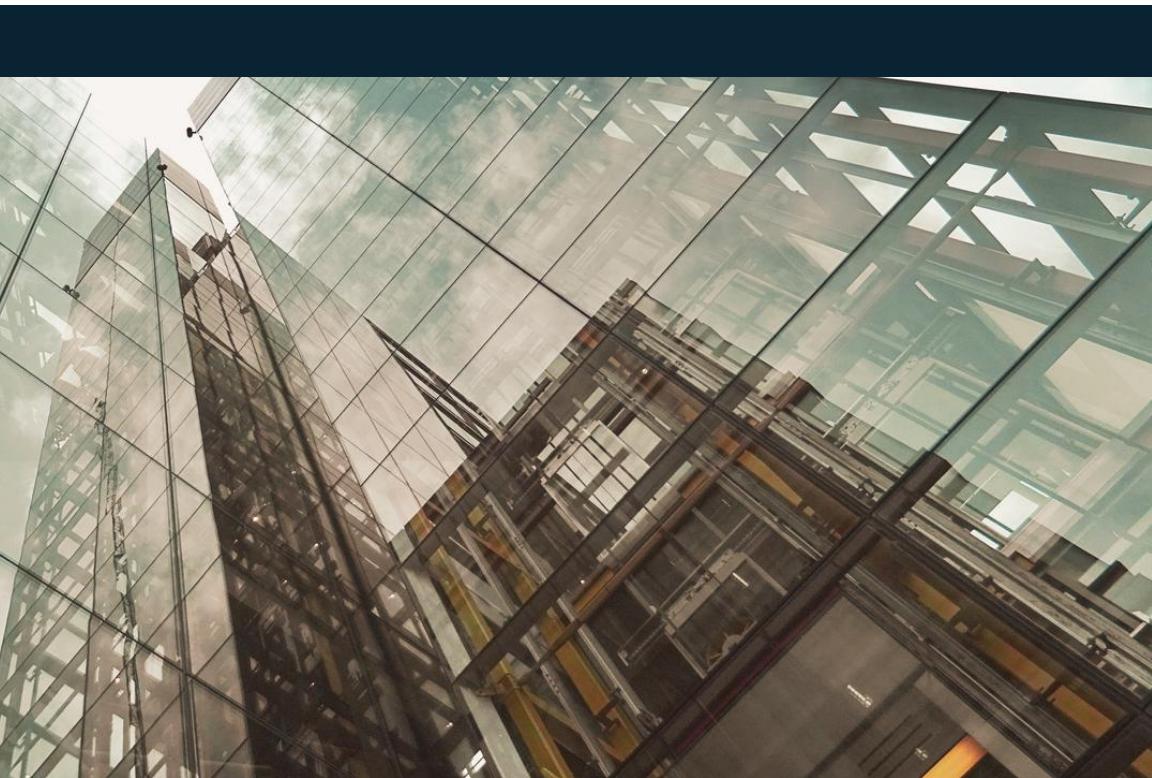
Leo Turley, CEO of H Two National, leads the team with his 40+ years of experience in the industry. He has conducted 5,000+ searches across the U.S. over the years. Leo is a leading expert specializing in Real Estate Executive Search.

H Two National recruits nationally from site-level to C-level in every asset class and discipline.

- Development
- Investment
- Syndication
- Finance/Accounting
- Marketing
- Leasing
- Training
- Asset Management
- Property Management
- Human Resources

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BUILDING STRONG TEAMS IN 2026

A PRACTICAL GUIDE FOR LEADERS

The pressure today is landing most heavily on the middle layer — the people holding everything together. This is not a talent problem. It is a structure and support problem.

The Six Stability Levers

- Predictable Onboarding — A structured 30/60/90 plan builds early confidence and direction.
- Clear Expectations — Role scorecards reduce ambiguity and misalignment.
- Transparent Growth Paths — Showing what “next level” looks like reduces anxiety and turnover.
- Leadership Rhythm — Weekly touch points reduce overwhelm and create psychological safety.
- Recognition Loops — Reinforcing what’s working strengthens motivation and resilience.
- Purpose & Belonging — People stay where they feel connected and valued, not just compensated.

Compensation Strategy That Protects Culture

Compensation is important, but retention is driven by clarity, growth, and fairness — not just pay increases.

- Use structured compensation bands to maintain internal equity and consistency.
- Avoid one-off raises in response to turnover risk — they quietly erode trust among the wider team.
- Discuss compensation alongside development: “Here’s what growth looks like, and compensation moves with it.”
- Where possible, offer flexibility (remote days, adjusted schedules, autonomy) — these often carry more retention impact than base salary changes.
- Title progression should reflect responsibility readiness — not workload relief.

The goal: *Compensation should feel fair, predictable, and paired with growth — not reactive or inconsistent.*

Tools That Strengthen Structure

- Growth Path Maps — clarify development expectations and timelines.
- Universal Interview Scorecard — align hiring decisions around capability + cultural fit.
- 30/60/90 Onboarding Framework — build confidence early and avoid overwhelm.
- Compensation Framing Guide — keep pay conversations objective, consistent, and grounded.

When leaders are present, teams stay. When growth is clear, people commit. When structure is consistent, culture stabilizes.



ADDITIONAL RESOURCES



**HOW TO WRITE AN
OFFER LETTER**

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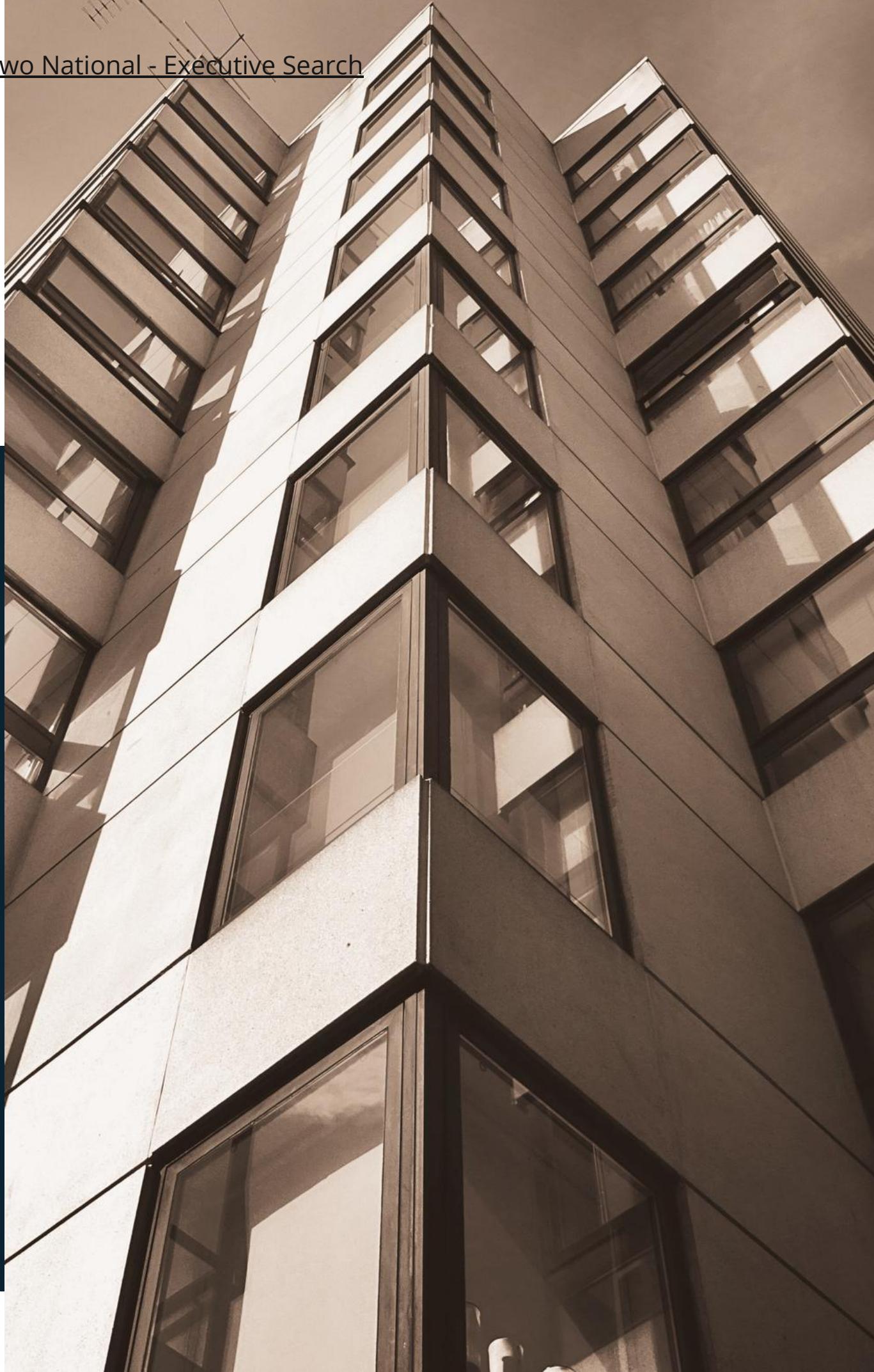
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TOP 5 GROWING MARKETS IN 2026

MULTIFAMILY

- Orlando, FL
- Raleigh, NC
- Charlotte, NC
- Dallas-Fort Worth, TX
- Phoenix, AZ

COMMERCIAL

- Dallas-Fort Worth, TX
- Miami Metro, FL
- Tampa Bay, FL
- Houston, TX
- Charlotte, NC



THINGS TO CONSIDER

Things to consider when reviewing the compensation guide.

COMPENSATION RANGE

These are ranges and compensation will depend on the candidate's current compensation, location, size of company, and responsibilities.

Use this as a **starting point**.

TOTAL PACKAGE

Base compensation really depends on what other perks and benefits are offered.

- **Bonus** (Is there a formula, goal, or is it discretionary.)
- **Equity / Participation / Profit Share**
- **Sign on Bonus**
- **Relocation Reimbursement**
- **Phone, Laptop**
- **Travel Reimbursement, Car, Car Allowance**

BENEFITS & PTO

- **Hybrid or Remote** (work/life balance)
- **Holiday's**
- **Vacation Time**
- **Sick Time**
- **Cost of Benefits**
- **401K**
- **Dental/Vision**
- **Disability**
- **Life Insurance**



2026 REAL ESTATE COMPENSATION GUIDE

The question we get asked often as real estate executive recruiters is regarding compensation ranges.

It's a tough question to answer since it depends on the organization's size, position level, location, etc. When we recruit for a position, we provide our clients with a mini-salary survey specific to that position and location. It gives our clients a good idea of what that position is paying in the current market. That way, they know they are paying competitively while not overpaying.

We hope you find this helpful.



2026 COMPENSATION INCREASES

As we look ahead to 2026, compensation increases in the real estate, property management, and development sectors will vary based on a few key factors, like regional conditions, specific areas of focus, and the overall economic climate. However, we can expect some general trends across the board.

 H Two National - Executive Search

Real Estate:

- Expected Increase: Around 4%
- Broad CRE: Most firms are planning ~4% salary increases in 2026 (generally 3.5–4.5%), driven by steady leasing, asset management needs, and retention of experienced professionals — especially where institutional ownership and portfolio growth continue.

Property Management:

- Expected Increase: Between 3% and 4%
- Multifamily & Commercial Ops: Expect ~3–3.5% base increases (up to ~4% in tight talent markets) as operators balance rising operating costs with the need to retain strong managers who drive occupancy, NOI, and compliance performance.

Real Estate Development:

- Expected Increase: Between 4% to 6%
- Acquisitions / Development / Capital Markets: Salary growth is stronger at ~4–5% (and up to ~6% for high-demand development talent), due to limited candidate supply, specialized underwriting/entitlement skill sets, and competition among active growth and value-add platforms.

Regional Differences:

- **Higher Increases** (~4–6%): Southeast (Charlotte, Raleigh, Atlanta, Nashville), Texas (Dallas–Fort Worth, Austin, Houston), Phoenix, Denver, Salt Lake City — driven by population growth, active construction pipelines, and high competition for experienced leadership.
- **Moderate Increases** (~3–4%): Chicago, Minneapolis, Kansas City, Columbus, Tampa, Orlando — stable job markets with competition, but more balanced supply and slower development absorption.
- **Lower / Increases** (~2.5–3.5%): Northeast Coastal (Boston, NYC, Philadelphia) and West Coast (San Francisco, Seattle, Portland, Los Angeles) — due to slower deal flow, paused development, tighter capital, and portfolio stabilization vs. growth focus.

DEVELOPMENT / INVESTMENT / SYNDICATION

Chief Development Officer	\$277,072 - \$485,337
Vice President of Development	\$225,753 - \$322,637
Chief Investment Officer	\$376,028 - \$484,533
Vice President of Acquisitions	\$233,464 - \$408,591
Investment Analyst	\$102,177 - \$169,300
Head of Syndication	\$276,958- \$391,447
Head of Fund Development	\$254,635 - \$378,099
Development Manager/Director	\$112,700 - \$207,700

FINANCE / ACCOUNTING

Chief Financial Officer	\$325,514- \$490,108
Vice President of Finance	\$153,840 - \$273,045
Controller	\$140,378 - \$255,755
Director of Property Accounting	\$112,763- \$167,302
Property Accountant	\$66,507 - \$94,008
Payroll Specialist	\$56,982 - \$83,000

MARKETING / LEASING

Head of Marketing	\$172,596 - \$333,454
Regional Marketing Manager	\$107,355 - \$168,798
Marketing Specialist	\$59,360 - \$87,750
Head of Leasing	\$185,598 - \$366,018
Regional Leasing Manager	\$91,821 - \$188,475
Leasing Representative	\$66,968 - \$124,845

ASSET MANAGEMENT / COMPLIANCE

VP/Director of Asset Management	\$213,673,455 - \$343,810
Senior Asset Manager	\$141,874- \$248,882
Asset Manager	\$117,135 - \$202,052
Asset Analyst	\$81,776 - \$141,833
VP/Director of Compliance	\$151,840 - \$190,085
Compliance Manager	\$98,494 - \$139,241
Compliance Specialist	\$58,965 - \$101,578

PROPERTY MANAGEMENT

Chief Operationg Officer	\$206,195 - \$376,258
VP/Director of Property Management	\$185,253 - \$310,212
Regional Vice President	\$179,230 - \$281,250
Regional Property Manager	\$143,830 - \$241,864
Area/District Manager	\$104,766- \$128,923
Senior/Multi-Site Property Manager	\$91,132 - \$116,500
Property Manager	\$70,738 - \$110,000
Assistant Property Manager	\$55,561 - \$71,077

WHAT OUR CLIENTS ARE SAYING

“... 13-year relationship, we keep going back to H Two National for help on our searches. Either they are confidential needs, or needs that we have tried to fill ourselves and failed, or our plate is just too full to search on our own. Whatever the level, whatever the discipline, the team at H Two National delivers just what we need. They bring us qualified, interested, motivated to make a change candidates, obviously identified through their direct recruiting/cold-calling efforts.”

- CPO of a Top 50 NMHC owner

“We retained H Two National to help fill a Regional Manager position for our company. They are extremely professional, they hustle, they brought us great candidates, and they followed up at the right time. They kept the process moving at the appropriate pace and helped us find a great Regional Manager for our team! We were pleased to work with them and appreciate their expertise in helping us land the perfect Regional Manager.”

- President & CEO of a Midwest regional investor



From our first interaction, Katlyn was incredibly communicative and always ensured I was informed and comfortable throughout the entire process.

Katlyn took the time to understand my skills and career aspirations, matching me with an opportunity that aligns perfectly with my goals. Their support and guidance were invaluable, and I am grateful for the exceptional service they provided. I wholeheartedly recommend Katlyn to anyone seeking a reliable, supportive, and effective recruiter.

- Sebastian, Candidate

PLACEMENT EXAMPLES

Placement examples touching a variety of asset classes, disciplines, and levels across the country.

- Chief Property Officer (Multi-Family) – Scottsdale, AZ
- President of Property Management – Greenville, SC
- Director of Asset Management to be named President 3/2025 in succession plan
- President, Syndication – Washington, DC - (notable past placement)
- Executive Director of Property Operations - Boston, MA
- Executive Fund Manager, SC
- EVP of New Business Development – NJ
- VP of Property Management – Rochester, NY
- VP of Property Management – Rochester, NY (duplicate entry removed)
- VP Risk & Credit Advisory, Net Lease Investor – Dallas, TX
- National Director of Quality Assurance (REIT) – Austin, TX
- Director of Property Management (Commercial) – Baltimore, MD
- Director of Property Management – Atlanta, GA
- Director of Asset Management – GA
- Director of Asset Management, Syndication – Washington, DC
- Director of Compliance – Greenville, SC
- Director of Office Leasing – Newport, DE
- Director of Learning & Development – Atlanta, GA
- Development Associate, AL
- Regional Property Manager (Multi-Family) – Boston, MA
- Regional Manager – Greenville, SC
- Regional Manager (Multi-Family) – AL
- District Property Manager – Rochester, NY
- Senior Commercial Property Manager – Greensboro, NC
- Commercial Senior Property Manager – Greenville, SC
- Commercial Senior Property Manager – Charlotte, NC
- Portfolio Manager – Newton, MA
- Assistant Director of Commercial Real Estate – Greenville, SC
- Luxury Lease-Up Community Manager – Chattanooga, TN
- Property Manager (Multi-Family) – MA
- Property Manager – Worcester, MA
- Property Manager – Seattle, WA
- Property Manager - NY
- Community Director – Sacramento, CA
- Commercial Property Manager – Charlotte, NC
- Commercial Property Manager – Greenville, DE
- Commercial Property Manager – DE
- Accounting Specialist – Greenville, SC
- Asset Management Analyst – Atlanta, GA
- Landscape Designer – Baltimore, MD
- Project Director – Rochester, NY
- Project Manager, Syndication Due Diligence/Underwriting – Washington, DC
- Tax Manager – Norwalk, CT
- Controller – Greenwich, CT



READY TO HIRE H TWO NATIONAL?

H Two National has a proven search strategy, a clearly defined executive recruiters search process, that produces results and solves the staffing needs of its clients. Engaging the right executive search recruitment process begins the right course of hiring. Success comes from executing the strategy.

We find a way to connect with the talent who needs to hear about our client's brand and opportunity. H Two National uses the latest technology tools to identify qualified talent and make contact faster.

WHAT OUR REAL ESTATE RECRUITING PROCESS INVOLVES ?

WHY CHOOSE US ?

CONTACT: KATLYN TURLEY, PRESIDENT **TO GET STARTED!**
KTURLEY@HTWONATIONAL.COM
704.965.8309 (call/text)

RAISING THE STANDARD

In an industry that has remained largely unchanged for decades, H Two National—Real Estate Executive Search is raising the standard.

Combining the latest technology and platforms with over 40 years of real estate expertise, the grit and hustle of “old school” search, and a powerful, reimagined approach to the process, H Two National brings something truly different to the table.

They operate as a dynamic powerhouse, yet with the heart and attention of a boutique firm—putting people and relationships first. The leaders of H Two National have built their success on reputation. In a world full of automation and cheap talk, they hold fast to integrity, honor, transparency, and commitment—and consistently rise above the standards of today.



H TWO NATIONAL
EXECUTIVE RECRUITERS



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Katlyn Turley, President



THANK YOU



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