



Swift Bunny Index

Onsite Employee Compensation and Benefits Survey





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The Swift Bunny Index

The Swift Bunny Index is a national benchmark based on compensation surveys completed by 346 management company members of apartment associations located across the country.

Evaluate and Address Competitiveness to Impact Property Staffing and Performance

Swift Bunny believes that the rationale for evaluating employee compensation relates to the Employee Profit Chain, a business management framework that establishes a direct connection between profitability and employee satisfaction.

The Employee Profit Chain principle states that the key to performance is employee engagement and retention, therefore maximizing property NOI and asset values requires being fully staffed and having highly engaged on-site teams. However, employee engagement, retention, staffing shortages, economic worries and challenges filling vacant positions continue to be significant challenges. As a result, numerous apartment associations have partnered with Swift Bunny to evaluate the topic.



The goals of these anonymous studies are focused on helping members:

- Evaluate the competitiveness of their compensation and benefits versus the market.
- Identify adjustments that can enhance the competitiveness of compensation and benefits offered to existing and prospective new employees to improve engagement and retention, reputation, new employee recruitment, resident retention, and the bottom line.

Boosting Engagement Drives Results

The Employee Profit Chain explains how employee engagement drives results. Engaged employees deliver superior service, which boosts resident satisfaction and retention, reduces costly turnover, and improves reputation, the recruitment of new employees and residents, which all leads to increased NOI. Therefore, there are returns for evaluating compensation/benefits and adjusting due to the industry's high employee turnover rate, the role of reputation on recruiting employees and residents, hiring challenges, and the impact staff shortages have on performance, burnout, turnover, and resident satisfaction.

The impact of employee disengagement and turnover is clear:

- 18% lower productivity and 37% higher absenteeism (Gallup).
- 59% higher employee turnover (Forbes).
- 44% lower profitability for companies ranked in the bottom half of engagement (Gallup).
- Swift Bunny data reveals the hemorrhaging of on-site employees, with leasing consultants averaging only 357 days with the company and maintenance technicians 584 days; in addition, 24% of departing maintenance staff, 23% of leasing consultants, and 17% of on-site management depart during their first 90 days with the company.
- Employee turnover has a clear negative financial impact; Swift Bunny estimates the cost to be at least 34% of the departing employee's compensation.



The Role Compensation Plays in Engagement and Retention

The primary fiduciary responsibility of a company's leadership team is to grow NOI and asset values. Therefore, the rationale is clear for companies to evaluate issues impacting employees as the returns can be significant.

One of the most important issues to evaluate when attempting to improve employee engagement, retention and recruitment is compensation. The Swift Bunny Index, a national benchmark of thousands of employee surveys, reports that compensation and benefits impact engagement and retention. In fact, employee perceptions about compensation and benefits meeting their needs have a notable correlation with the likelihood that they plan to remain with the company,

Because compensation and benefits play an important role regarding engagement, retention, recruitment, and results, it is critical for companies to evaluate employee packages. Therefore, the 2025 survey



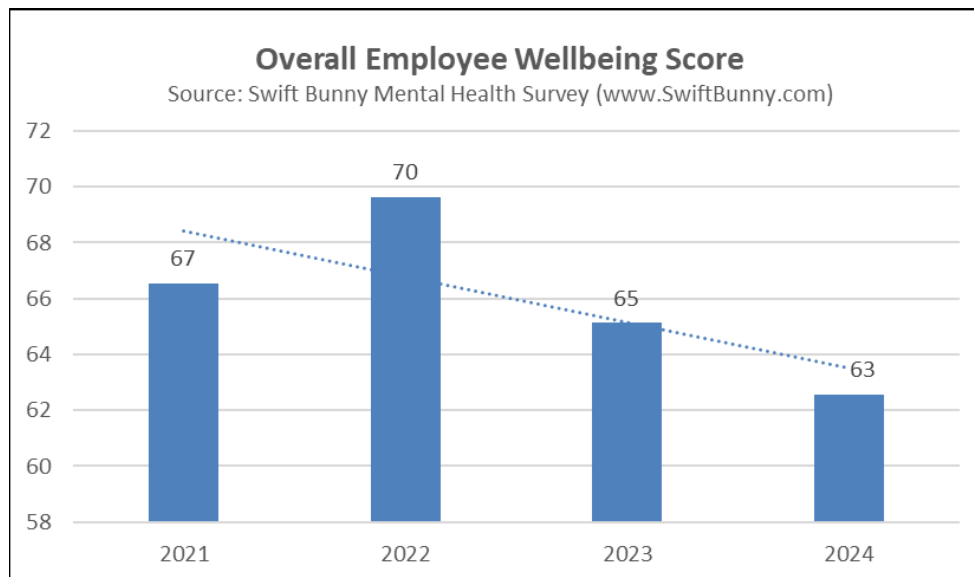
findings can help companies to evaluate their competitiveness and identify opportunities to improve their offering for current and future employees.

Compensation and Benefits Impact Employee Wellbeing

Employee wellbeing is a topic that has justifiably garnered more attention since the pandemic. Swift Bunny has been conducting annual employee mental health surveys since 2021, obtaining feedback from over 10,000 employees nationally.

The 2024 study validated not only that employee wellbeing should be a concern, but that stress levels remain high and have continued to increase. Besides the effects on their personal wellbeing, respondents again reported that stress levels impact their performance at work. This should be a concern to all executives given the obvious role employees play in the success of a company. Key findings from the current study include:

- All topics but one earned a warning or red flag score.
- All but three topic scores dropped from 2023, and the three that increased only did so by less than one point.
- The overall score has continued a downward trend since 2022.



Stress remains high for many reasons, but a primary cause relates to ongoing staff vacancies, increased workloads and burnout, all of which impacts disengagement/turnover, service delivery, resident turnover, reputation, recruitment, and NOI. Stress levels are also impacted by social, political, and economic issues. The Society for Human Resource Management validated finances are impacting wellbeing:

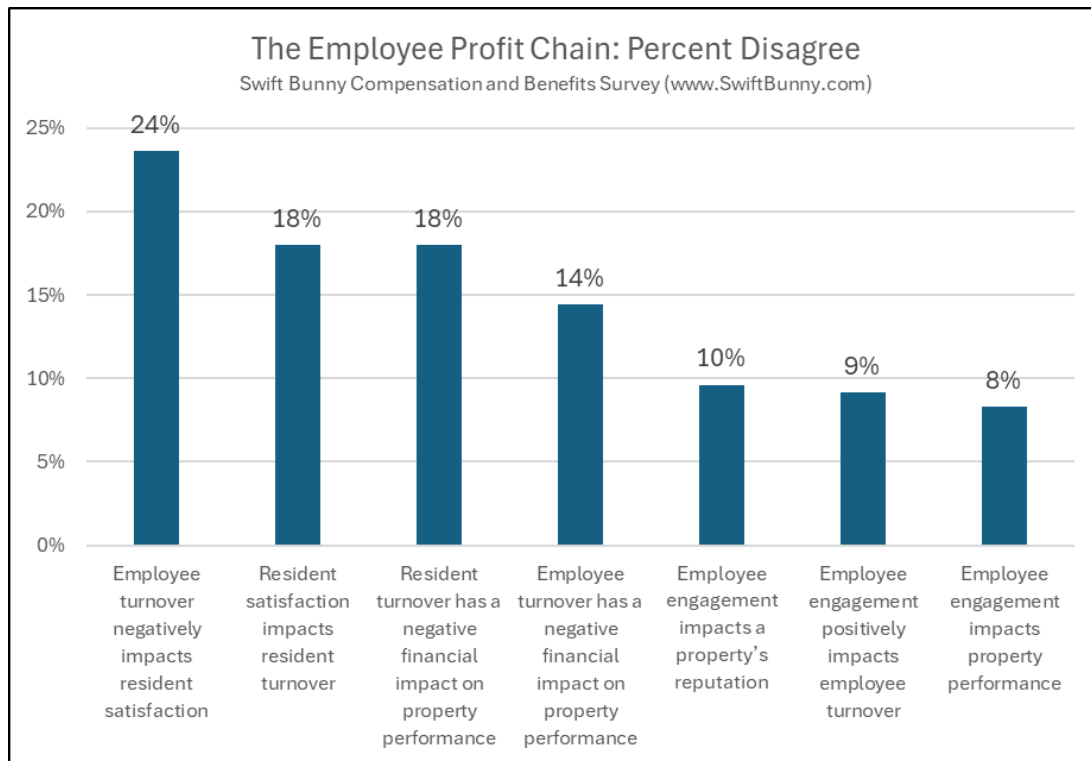
- Half of U.S. workers expressed at least moderate concern about their financial wellbeing (<http://www.ebri.org/health/Workplace-Wellness-Survey>).
- High costs of living contributing to soaring financial stress (<https://www.shrm.org/topics-tools/news/benefits-compensation/inflation-workers-high-cost-of-living>).

Companies cannot control external issues, but they can address compensation and benefit issues that are impacting employee wellbeing, engagement, retention, and recruitment.

The Employee Profit Chain

The survey asked respondents to rate how much they agreed with each Employee Profit Chain component. **The findings have significant implications, including that up to one-quarter of executives do not believe employee turnover, resident satisfaction or resident turnover impact financial performance.**

- 24% did not agree that employee turnover impacts resident satisfaction.
- 18% did not agree that resident satisfaction impacts resident turnover.
- 18% did not agree that resident turnover has a negative financial impact on property performance.
- 14% did not agree that employee turnover has a negative financial impact on property performance.



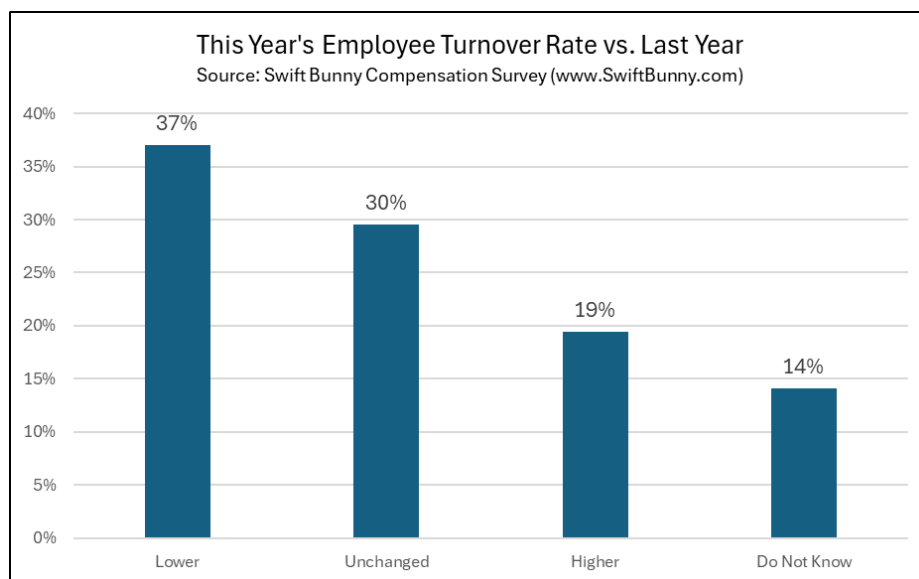
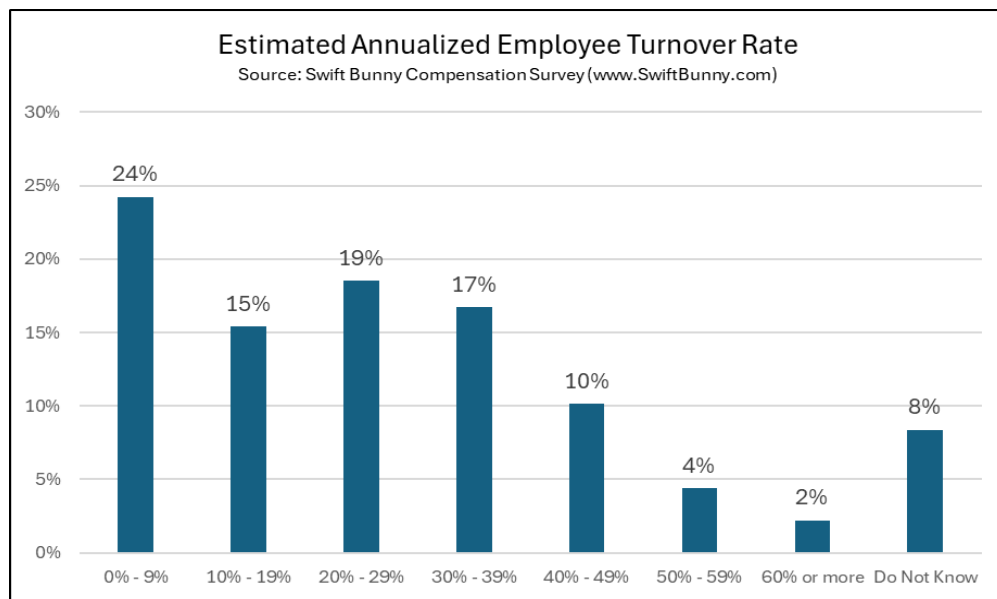
How much do you agree with each of the following statements?	Score	Agree	Totally Disagree	Disagree	Neutral	Agree	Totally Agree
Employee turnover negatively impacts resident satisfaction	4.16	76%	2.2%	3.1%	18.3%	29.7%	46.7%
Resident satisfaction impacts resident turnover	4.38	82%	0.9%	3.1%	14.0%	21.1%	61.0%
Resident turnover has a negative financial impact on property performance	4.32	82%	1.3%	2.6%	14.0%	26.3%	55.7%
Employee turnover has a negative financial impact on property performance	4.38	86%	2.6%	1.3%	10.5%	26.2%	59.4%
Employee engagement impacts a property's reputation	4.51	90%	1.3%	0.9%	7.4%	26.2%	64.2%
Employee engagement positively impacts employee turnover	4.57	91%	0.9%	0.4%	7.8%	23.0%	67.8%
Employee engagement impacts property performance	4.51	92%	0.9%	1.3%	6.1%	29.3%	62.4%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Employee Turnover, Staffing Shortages

A primary goal of the survey was to allow companies to evaluate employee packages, determine their competitiveness, and identify opportunities to enhance offerings to boost engagement and retention. Therefore, the study evaluated employee turnover rates. **Positively, 24% reported employee turnover to be 0%-9% and 51% only 10%-39%.** However, **16% reported turnover over 40%; maximizing property performance is challenging when nearly half of a property's staff depart each year.**

Of concern is that 8% of respondents did not know what their employee turnover rate was. While all management companies track resident turnover, there is **an industry-wide issue** that many do not track employee turnover (either overall or by position). The **Employee Profit Chain validates the impact of employee turnover on performance; therefore, it is critical that all companies monitor this metric.**





Regarding employee turnover trends, despite a challenging labor market the findings positively showed **37% reported their rate was lower than last year**; on the other hand, **49% reported the rate was unchanged or higher**. All firms, especially those that did not experience turnover decreasing, should evaluate where compensation and benefits are not competitive, and make changes to impact engagement, retention, recruitment, and results. As with the prior question, a surprising 14% did not know if turnover had changed; this is problematic as failing to track the stability of on-site teams make it difficult to effectively manage operations, service delivery, and resident retention.

By more than a 2:1 ratio, maintenance technicians were listed by respondents as having a higher-than-desired number of position openings. These results support that there are misconceptions by some companies that they do not need to “worry” about maintenance technicians and their turnover. Maintenance team vacancies present performance challenges as being short-staffed causes service delivery delays, which can drive up costly and unnecessary resident turnover. Said another way, fewer service requests are completed when a property is down a technician, and it is likely the remaining staff struggles to keep up with the volume of requests; research validates these issues have a negative impact on resident satisfaction and retention. The other positions noted to have a higher-than-desired level of openings were leasing consultants and maintenance supervisors.

Which of the following on-site positions currently have higher-than-desired openings?	Swift Bunny Index
Maintenance Technician	41%
Leasing Consultant	18%
Maintenance Supervisor	16%
Porter / Custodian	9%
Property Manager	6%
Assistant Property Manager	4%
Housekeeper	2%
Leasing Manager	1%
Bookkeeper	1%
Front Desk Attendant / Concierge	0%
Administrative Assistant	0%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Respondents were also asked if their company had invested in new technologies to reduce work burdens on on-site staff, or even to replace position (for example, such as eliminated bookkeepers due to technologies available); 39% responded “yes” and the Appendix includes respondent comments.

Due to the high cost related to employee turnover and its impact on resident turnover, the results confirm the need to **evaluate and adjust employee packages to positively impact employee retention and the recruitment of new team members**.

Performance Evaluations and Raises

This report noted there is a clear correlation between compensation/benefits and the likelihood an employee plans to remain with the company; research was also shared that reported on the financial



concerns many U.S. employees have. **Based on this, there were surprising results regarding performance evaluations and raises.** The findings include:

- **Of concern is 7% do not conduct reviews**, as feedback is important for personal and professional reasons, plus allows for establishing work and personal performance goals. **84% use merit-based raises**, while 34% offer Consumer Price Index (CPI) raises, and 36% offer merit and CPI raises.

Does your company offer the following for on-site employees annually?	% Yes
Performance reviews	93%
Merit-based raises	84%
CPI raises	34%
Merit-based and CPI raises	36%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Given industry staffing challenges and financial concerns of many employees, it is **worrisome that 52% received a 0% - 3% raise, below 2024's 3.2% cost-of-living adjustment (COLA)**; positively, 36% received a 4%-5% raise and 12% received more than a 6% raise.

What has the average salary/hourly wage increase for on-site employees been this year?	% Yes
0%	3%
1%	3%
2%	3%
3%	43%
4%	21%
5%	15%
6%	4%
7%	1%
8%	3%
9%	1%
10% or more	3%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Salary/Hourly

The following displays the most commonly reported annual compensation ranges by position and region. As shown, compensation varies between regions. See the tables in the Appendix for full details.

Salary/Hourly	Less than \$20K (Less than \$9.50/hour)	\$20-\$29K (\$9.50-\$13.99/hr)	\$30-\$39K (\$14.00-\$18.99/hr)	\$40-\$49K (\$19.00-\$23.99/hr)	\$50-\$59K (\$24.00-\$28.99/hr)	\$60-\$69K (\$29.00-\$33.99/hr)	\$70-\$79K (\$34.00-\$38.49/hr)	\$80-\$89K (\$34.00-\$38.49/hr)	\$90-\$99K (\$38.50-\$47.99/hr)	\$100 - \$124K	\$125 - \$149K	\$150 - \$174K	\$175 - \$199K	\$200 - \$249K	\$250 - \$299K	\$300K and more
Regional Director (multiple Regional Property Managers)	1%	0%	0%	0%	0%	3%	2%	3%	4%	19%	20%	22%	13%	9%	2%	1%
Regional Property Manager	0%	0%	0%	1%	4%	3%	6%	9%	9%	35%	24%	9%	0%	1%	0%	0%
Property Manager	0%	0%	1%	4%	14%	20%	28%	22%	8%	3%	0%	0%	0%	0%	0%	0%
Assistant Property Manager	0%	1%	11%	37%	36%	12%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Bookkeeper	1%	3%	10%	25%	22%	16%	14%	4%	3%	0%	0%	0%	0%	0%	0%	0%
Administrative Assistant	0%	2%	20%	22%	27%	11%	11%	4%	2%	2%	0%	0%	0%	0%	0%	0%
Front Desk Attendant / Concierge	3%	8%	43%	35%	7%	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Maintenance Supervisor	0%	0%	0%	3%	21%	39%	23%	10%	3%	2%	0%	0%	0%	0%	0%	0%
Maintenance Technician	0%	1%	8%	44%	39%	6%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Porter / Custodian	2%	7%	60%	27%	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Housekeeper	3%	9%	55%	28%	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leasing Manager	0%	1%	11%	31%	36%	12%	4%	2%	0%	1%	0%	0%	0%	0%	0%	0%
Leasing Consultant	0%	2%	37%	49%	11%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

	Swift Bunny Index
Regional Director	19% \$100-\$124k
	20% \$125-\$149k
	22% \$150-\$174k
	13% \$175-\$199k
Regional Property Manager	35% \$100-\$124k
	24% \$125-\$149k
	9% \$150-\$174k
Property Manager	14% \$50-\$59k
	20% \$60-\$69k
	28% \$70-\$79k
	22% \$80-\$89k
Assistant Property Manager	11% \$30-\$39k
	37% \$40-\$49k
	36% \$50-\$59k
	12% \$60-\$69k
Bookkeeper	10% \$30-\$39k
	25% \$40-\$49k
	22% \$50-\$59k
	16% \$60-\$69k
	14% \$70-\$79k
Administrative Assistant	20% \$30-\$39k
	22% \$40-\$49k
	27% \$50-\$59k
	11% \$60-\$69k
	11% \$70-\$79k

	Swift Bunny Index
Front Desk Attendant / Concierge	43% \$30-\$39k
	35% \$40-\$49k
Maintenance Supervisor	21% \$50-\$59k
	39% \$60-\$69k
	23% \$70-\$79k
	10% \$80-\$89k
Maintenance Technician	8% \$30-\$39k
	44% \$40-\$49k
	39% \$50-\$59k
Porter / Custodian	60% \$30-\$39k
	27% \$40-\$49k
Housekeeper	9% \$20-\$29k
	55% \$30-\$39k
	28% \$40-\$49k
Leasing Manager	11% \$30-\$39k
	31% \$40-\$49k
	36% \$50-\$59k
	12% \$60-\$69k
Leasing Consultant	37% \$30-\$39k
	49% \$40-\$49k
	11% \$50-\$59k

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Bonuses and Commissions

Incentives are an important component of an employee's compensation because of their ability to motivate them, especially during a time when many have to deal with their property being short staffed.

The majority of companies pay leasing commissions, renewal commissions, and bonuses to Property Managers. **However, less than 60% pay incentives for maintenance teams, barely half of respondents offer incentives for assistant managers or pooled team incentives; the latter are strongly suggested due to the positive impact they can have on ensuring the entire on-site team is engaged.**



Which of the following incentives do you offer your on-site teams?	Swift Bunny Index
Leasing commissions	85%
Lease renewal commissions	76%
Property Manager bonus	72%
Maintenance team bonus	58%
Pooled team performance bonus	54%
Assistant Manager bonus	53%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

The most common on-site bonus was 6-10% of an employee's annual compensation, followed by 1-5%. **Surprisingly, 9% did not pay an annual bonus. Rewarding performance can naturally boost motivation, engagement, and retention.**

What was the average bonus paid last year for on-site employees (as a percentage of annual compensation)?	Swift Bunny Index
0%	9%
1%-5%	24%
6%-10%	37%
11%-15%	14%
16%-20%	12%
21%-25%	1%
26% or more	3%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

The survey evaluated whether various incentives were paid as a percentage of a given transaction or a fixed amount. The majority of incentives are paid as a flat amount.

What are the following incentives based upon?	New leases	Renewals	Lease ups	Delinquency
Percentage of rent	28%	26%	29%	41%
Fixed amount	72%	74%	71%	59%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

In terms of how much companies were paying for leasing commission, the most common percentage was 1%-5%, while the most common fixed amount was only \$1-\$100 followed by \$101-\$200 per lease. Regarding renewal commission, the most common percentage was 6%-10% followed by 1%-5%, while the common fixed amount was \$1-\$100 followed by \$101-\$200 per lease. **Swift Bunny suggests that renewal commissions be a team pool, since the entire staff plays a critical role in resident satisfaction and retention.**

If leasing commissions are paid as a percentage of rent, what is the average?	Swift Bunny Index
0%	44%
1%-5%	29%
6%-10%	19%
11%-15%	3%
16%-20%	3%
21%-25%	2%
26%-30%	0%
More than 30%	1%

Source: Swift Bunny Compensation and Benefits Survey (wv

If leasing commissions are a flat amount, what is the average?	Swift Bunny Index
\$0	10%
\$1-\$100	43%
\$101-\$200	36%
\$201-\$300	6%
\$301-\$400	2%
\$401-\$500	0%
\$501-\$600	1%
\$601-\$700	0%
\$701-\$800	0%
\$801-\$900	0%
\$901-\$1,000	0%
More than \$1,000	0%

Source: Swift Bunny Compensation and Benefits Survey (wv

If lease renewal commissions are a percentage of rent, what is the average?	Swift Bunny Index
0%	65%
1%-5%	14%
6%-10%	18%
11%-15%	0%
16%-20%	0%
21%-25%	4%
26%-30%	0%
More than 30%	0%

Source: Swift Bunny Compensation and Benefits Survey (wv

If lease renewal commissions a flat amount, what is the average?	Swift Bunny Index
\$0	10%
\$1-\$100	49%
\$101-\$200	35%
\$201-\$300	3%
\$301-\$400	1%
\$401-\$500	1%
\$501-\$600	0%
\$601-\$700	0%
\$701-\$800	0%
\$801-\$900	0%
\$901-\$1,000	0%
More than \$1,000	1%

Source: Swift Bunny Compensation and Benefits Survey (wv

Insurance

Insurance coverage offered can impact engagement and retention due to the high cost of healthcare. There were some very positive findings: **most offer health insurance and cover a significant portion of the premium; most offer all types of insurance and contribute at least 50% towards the premiums;** the vast majority offer short- and long-term disability, but just more than a third contribute. **On the negative side, 6% do not offer health insurance, and 5% offer health insurance but do not contribute.**

What types of insurance is offered to on-site employees, and if offered, what percent is paid for by the company?	Not offered	Offered but no company contribution	1% - 9%	10% – 24%	25% – 49%	50% – 74%	75% – 99%	100%
Health	6%	5%	2%	5%	9%	24%	28%	22%
Dental / Vision	8%	24%	1%	6%	10%	18%	18%	14%
Short Term Disability	18%	42%	1%	4%	1%	6%	3%	24%
Long Term Disability	21%	35%	1%	3%	2%	5%	3%	30%
Life Insurance	13%	26%	3%	4%	1%	2%	2%	49%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)



Companies offer a variety of insurance options. The highlights include:

- Health Savings Accounts (HSAs) are offered by two-thirds, and Flexible Spending Plans by 58%.
- **Due to significant mental and emotional health issues validated by Swift Bunny's 2021-2024 studies, it is positive to see 66% offer an Employee Assistance Program (EAP).**
- **Only 11% offer childcare assistance; if not offered, companies should consider due to employee demographics and needs.**
- **26% offer pet insurance;** this is notable as pet ownership is at an all-time high due to the pandemic, WFH, and marriage rates being among younger adults.

Which of the following does your company offer on-site employees?	Swift Bunny Index
Health savings or health reimbursement accounts	67%
Employee Assistance Program	66%
Flexible Spending Plans	58%
Long Term Care	27%
Pet Insurance	26%
Cafeteria Plan	23%
Childcare Assistance	11%
Cafeteria Plan that includes childcare coverage	8%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

10% have no waiting period for insurance to begin, while 60% require 30-60 days and 17% require 90 days.

What is the waiting period after being hired for health insurance benefits to begin?	Swift Bunny Index
No waiting period (first day)	10%
30-days	28%
60-days	32%
90-days	17%
180-days	0%
One year	0%
Other	8%
Do not offer insurance	4%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Studies cited earlier showed U.S. employees are feeling financial stress, so it is **concerning that nearly 40% reported having reduced insurance benefits in the last three years.** Such decisions can harm engagement and retention due to increasing employee expenses at a time when finances are already an issue. Specifically, 38% increased deductibles and 8% reduced types of coverage offered.



Insurance Coverage Changes	Swift Bunny Index
Increased on-site employee deductibles in the last three years	38%
Reduced the level or kinds of coverage for on-site employees in the last three years	8%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Pension Plan, Profit Sharing, and Stock Plans

91% of companies offer a 401k program, while another 25% offer IRAs. Only 7% offer profit sharing, and 3% or less offer other options.

Which of the following does your company offer to on-site employees?	% Yes
401k	91%
IRA	25%
Profit Sharing Plan	7%
Employee Stock Program	1%
Stock Purchase Plan	2%
Stock Options	3%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Regarding 401ks, 4% do not match contributions, 51% match 3%-4%, and 25% match 5% or more. 24% have no waiting period, while 17% require a year or more to qualify.

If your company offers a 401k program for on-site employees, what is the company's matching percentage?	Swift Bunny Index
0%	4%
1%	4%
2%	4%
3%	25%
4%	26%
5%	8%
6%	9%
7%	0%
8%	3%
More than 8%	5%
Do not offer 401k	13%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

If your company offers a 401k program for on-site employees, what is the waiting period before the employee can participate?	Swift Bunny Index
No waiting period (first day)	24%
Six-months	21%
One year	17%
Two years	0%



Other	26%
Do not offer 401k	12%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Housing Allowance/Discount

Companies should re-evaluate these allowances due to the benefits: staff convenience; resident benefit of staff living on-site; the cost of employee disengagement and turnover. 12% do not offer housing allowances, while 48% offer 20%-39%, and a dramatic 26% pay 50% or more.

What housing allowances / discounts does your company offer to on-site employees? If the amounts vary by position, select all that apply.	Swift Bunny Index
Not offered	12%
1% - 9%	1%
10% - 19%	6%
20% - 29%	34%
30% - 39%	14%
40% - 49%	8%
50% - 59%	10%
60% - 69%	2%
70% - 79%	1%
80% - 89%	2%
90% - 99%	2%
100%	9%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Personal Time Off and Holidays

Personal Time Off (PTO) is an important benefit as it can reduce burnout; it is important for companies to not only offer PTO but to encourage the use of this benefit. Companies should evaluate what percentage of PTO is actually being used and promote the usage if low. As shown, most companies offer two to three weeks of PTO in the first three years of employment; at least three weeks are offered by the majority after three years of employment, 78% offer three to four weeks after five years, and the majority of respondents offer four or more weeks after ten years of employment.

How much Personal Time Off is given to on-site employees?	None	One week	Two weeks	Three weeks	Four weeks	Five weeks	Six weeks	More than six weeks
In the first year	9%	24%	39%	25%	3%	1%	0%	0%
After one year	3%	19%	42%	32%	4%	0%	0%	0%
After three years	2%	13%	29%	41%	12%	2%	0%	0%
After five years	2%	3%	17%	33%	34%	8%	3%	0%
After ten years	2%	2%	10%	19%	29%	25%	8%	6%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)



While 31% positively require no waiting period, it is of concern that over 40% require at least a 90-day waiting period before employees can use PTO. **20% do not permit PTO to be carried forward each year;** this could be done to motivate employees to take advantage of this important time, but there also is a financial downside when an employee departs.

What is the waiting period before a new employee can take PTO?	Swift Bunny Index
No waiting period (first day)	31%
30-days	7%
60-days	14%
90-days	38%
180-days	4%
One year	2%
Other	4%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

How much Personal Time Off time can an on-site employee carry forward each year?	Swift Bunny Index
None	20%
One week	29%
Two weeks	22%
Three weeks	6%
Four weeks	7%
Five weeks	1%
Six weeks	2%
More than six weeks	5%
Unlimited	9%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

A question only one association has included thus far is if the company offers vacation and sick days separately, instead of as combined PTO. Shockingly 72% responded “yes.”

	% Yes
Does your company offer vacation days and sick days instead of combined PTO?	72.7%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

86% of respondents reported offering at least 7 days of paid holidays. The following shows what paid holidays are offered. Surprisingly, only 23% reported giving staff their birthday off.



How many paid holidays are given to employees annually?	Swift Bunny Index
0 days	1%
1 day	0%
2 days	0%
3 days	0%
4 days	1%
5 days	1%
6 days	12%
7 days	10%
More than 7 days	76%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

What paid national holidays does your company offer?	Swift Bunny Index
New Year's Day	99%
Martin Luther King's Birthday	57%
Presidents Day	33%
Memorial Day	98%
Juneteenth National Independence Day	35%
Independence Day	98%
Labor Day	98%
Columbus Day / Indigenous Peoples' Day	12%
Veterans' Day	25%
Thanksgiving Day	99%
Thanksgiving Day - Day After	82%
Christmas Eve	50%
Christmas Day	80%
Birthday	23%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Only one association has asked the following question about if they offer Volunteer Days Off. Volunteerism has become increasingly more important, so it is exciting that 44% offer VTO days.

	% Yes
Does your company offer VTO (volunteer days off)?	44%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Leave of Absence

Companies reported the following regarding their leave of absence policy for on-site employees: 78% offer Leave of Absence benefits (i.e., maternity, military, personal), while 22% offer leave benefits that exceed requirements. **Only 15% offer 10 days of parental leave** and 10% offer one week of maternity leave for each year with the company; 42% offer paternity leave; 23% offer up to 6 weeks for any illness.

Leave of Absence



Which of the following applies to your company's leave of absence policy for on-site employees?	% Yes
We offer Leave of Absence benefits (i.e., maternity, military, personal)	78%
Offer Leave of Absence benefits that exceed FLMA requirements or LOA	22%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

If leave benefits exceed the requirements of FMLA or LOA, select all that apply for on-site employees?	Swift Bunny Index
10 days parental leave	15%
One-week maternity leave for each year employed	10%
Paternity leave	42%
Salary continuation for corporate employees	10%
Up to 6 weeks for any illness	23%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Commuting, Cell Phone, and Auto Expenses

Results regarding reimbursements include: 73% offer auto, 64% cell phone, and 29% commuting reimbursements. In addition, 22% offer part-or-full-time work from home and 19% flextime.

Does your company offer the following benefits to on-site employees?	% Yes
Part-or-full-time work-from-home option	28%
Flextime schedules	29%
Cell phone reimbursement	64%
Commuting reimbursement	24%
Auto reimbursement (mileage, car allowance, company vehicle, etc.)	73%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Education and Industry Events

Education and development are especially important to employees. Companies reported the following support to help employees develop their careers:

- 95% pay for work-related courses, while only 44% pay for vocational programs, and just 31% support associate or undergraduate education; **offering educational support could deliver returns in terms of engagement and retention.**
- Companies support the association, with 81% covering the cost to attend its events.

Does your company pay, or reimburse, for the following for on-site employees?	% Yes
Work-related courses	95%
Vocational programs	44%
Associate or undergraduate education	31%



Association dues	74%
Association event attendance	81%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Participating Companies

Swift Bunny's aggressive participation recruitment program helped generate high participation levels among each association's members, with 346 companies responding.

The participating companies were diverse in terms of portfolio size, number of units owned and/or managed, and the number of employees.

How many apartment communities does your company own and/or manage?	Swift Bunny Index
Less than 10	29%
10 – 24	17%
25 – 49	15%
50 – 74	6%
75 – 99	5%
100+	28%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

How many units does your company own and/or manage?	Swift Bunny Index
0 – 99	5%
100 – 499	7%
500 – 999	10%
1,000 – 2,499	12%
2,500 - 4,999	11%
5,000 – 9,999	12%
10,000 – 24,999	10%
25,000 – 49,999	7%
50,000 – 99,999	9%
100,000+	8%
Do not know	9%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

How many full-time employees does your company have?	Swift Bunny Index
Less than 10	7%
10 – 49	19%
50 – 99	10%
100 – 249	12%
250 – 499	14%



500 – 749	4%
750 – 999	3%
1,000 – 2,499	15%
2,500+	16%

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Conclusion

For the last several years property management firms have had significant challenges related to on-site staff turnover and the ability to recruit and hire new team members. To help address these challenges, this study was intended to allow member companies to evaluate how competitive their compensation and benefits are versus the market. With this information, companies can identify changes that can improve employee engagement, retention, reputation, and new employee recruitment, all which can positively impact service delivery, resident retention, and the bottom line.

About Swift Bunny and the Author

Doug Miller is Partner and Chief Research Officer with Swift Bunny (www.SwiftBunny.com). Swift Bunny offers solutions to measure, manage, and maximize engagement and retention via its employee and resident lifecycle feedback systems, a custom survey builder, and an onboarding and offboarding workflow manager. Before creating Swift Bunny with Grace Hill founder Joe Bailey, from 2000 - 2015 Doug was Founder and President of SatisFacts Research. Doug started his property management career in the 1980's as Director of Marketing for two NMHC Top 50 firms. He earned his BSBA from Washington University/St. Louis and MBA/Marketing from The American University.



Appendix: Tables

Note that the standard industry practice is followed where typographical, grammatical or other errors by respondents are not edited.

General

How many apartment communities does your company own and/or manage?	Swift Bunny Index
Less than 10	29%
10 – 24	17%
25 – 49	15%
50 – 74	6%
75 – 99	5%
100+	28%

Source: Swift Bunny Compensation and Benefits Survey

How many units does your company own and/or manage?	Swift Bunny Index
0 – 99	5%
100 – 499	7%
500 – 999	10%
1,000 – 2,499	12%
2,500 - 4,999	11%
5,000 – 9,999	12%
10,000 – 24,999	10%
25,000 – 49,999	7%
50,000 – 99,999	9%
100,000+	8%
Do not know	9%

Source: Swift Bunny Compensation and Benefits Survey

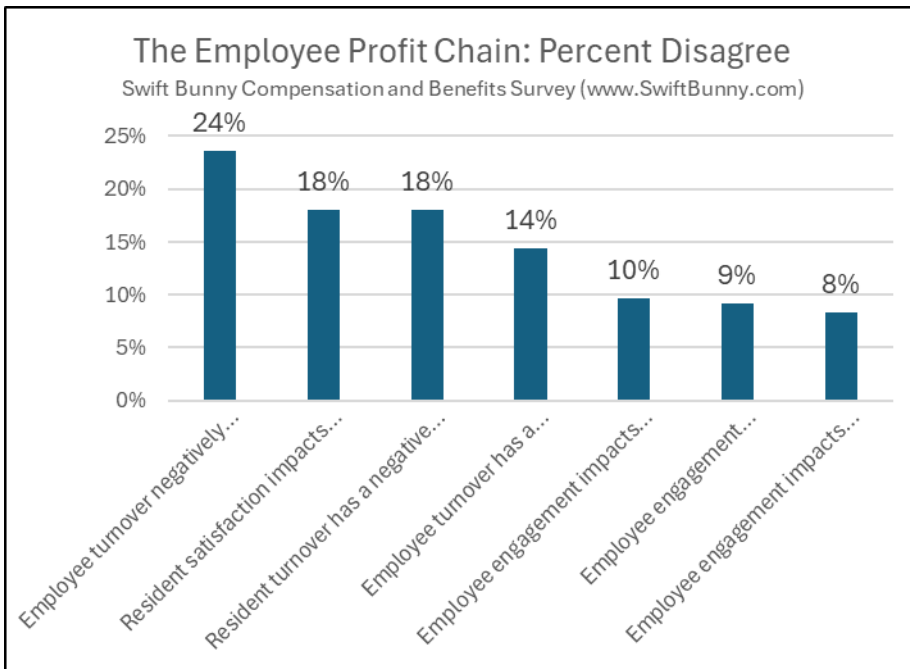
How many full-time employees does your company have?	Swift Bunny Index
Less than 10	7%
10 – 49	19%
50 – 99	10%
100 – 249	12%
250 – 499	14%
500 – 749	4%
750 – 999	3%
1,000 – 2,499	15%
2,500+	16%

Source: Swift Bunny Compensation and Benefits Survey

The Employee Profit Chain

How much do you agree with each of the following statements?	Score	Agree	Totally Disagree	Disagree	Neutral	Agree	Totally Agree
Employee turnover negatively impacts resident satisfaction	4.16	76%	2.2%	3.1%	18.3%	29.7%	46.7%
Resident satisfaction impacts resident turnover	4.38	82%	0.9%	3.1%	14.0%	21.1%	61.0%
Resident turnover has a negative financial impact on property performance	4.32	82%	1.3%	2.6%	14.0%	26.3%	55.7%
Employee turnover has a negative financial impact on property performance	4.38	86%	2.6%	1.3%	10.5%	26.2%	59.4%
Employee engagement impacts a property's reputation	4.51	90%	1.3%	0.9%	7.4%	26.2%	64.2%
Employee engagement positively impacts employee turnover	4.57	91%	0.9%	0.4%	7.8%	23.0%	67.8%
Employee engagement impacts property performance	4.51	92%	0.9%	1.3%	6.1%	29.3%	62.4%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)



Employee Turnover, Staffing Shortages

What is your company's estimated annualized employee turnover rate for this year?	Swift Bunny Index
0% - 9%	24%
10% - 19%	15%
20% - 29%	19%
30% - 39%	17%
40% - 49%	10%
50% - 59%	4%
60% or more	2%
Do Not Know	8%

Source: Swift Bunny Compensation and Benefits Survey

How does your company's annualized employee turnover rate this year compare against last year?	Swift Bunny Index
Lower	37%
Unchanged	30%
Higher	19%
Do Not Know	14%

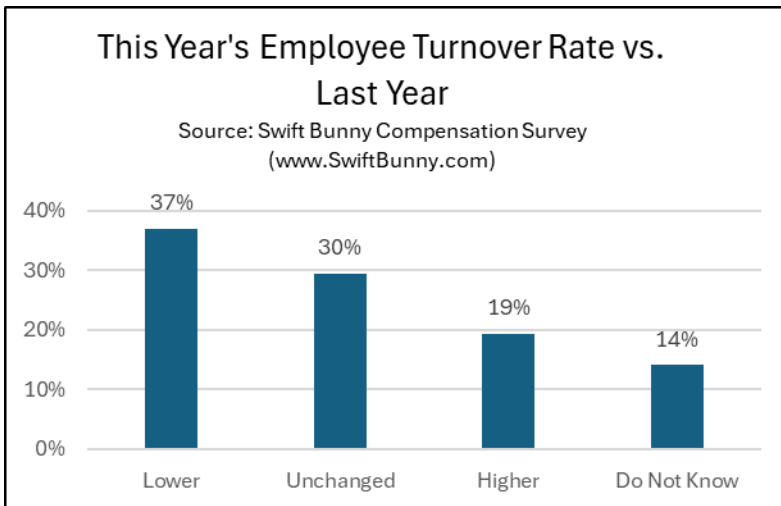
Source: Swift Bunny Compensation and Benefits Survey

Which of the following on-site positions currently have higher-than-desired openings?	Swift Bunny Index
Maintenance Technician	41%
Leasing Consultant	18%
Maintenance Supervisor	16%
Porter / Custodian	9%
Property Manager	6%
Assistant Property Manager	4%
Housekeeper	2%
Leasing Manager	1%
Bookkeeper	1%
Front Desk Attendant / Concierge	0%
Administrative Assistant	0%

Source: Swift Bunny Compensation and Benefits Survey

New technologies to reduce work burdens or replace positions?	Swift Bunny Index
Due to staffing challenges the industry has been facing, has your company invested in new technologies to reduce work burdens on on-site staff, or even to replace position (for example, some have eliminated bookkeepers due to technologies available)?	39%

Source: Swift Bunny Compensation and Benefits Survey



If investing in new technologies to reduce workload or replace positions, please share examples:

- 100% paperless inspections: Site Inspections (weekly, monthly, quarterly), Annual Unit walks, Move in and Move out
- Accounting and maintenance applications. AI leasing. Revenue Management.
- AI
- AI addition and Call Center
- All voices/Swift Bunny
- Apartment IQ for automated market surveys
- Automation of maintenance and property software, process improvement from support depts to lessen administrative burden on site teams.
- Better Bot, Virtual Touring.
- Bookkeeping software to reduce manual data entry. Maintenance software to improve scheduling efficiency. Inspection software to allow for tenant self guided unit inspections.
- "Centralized application processing, renewal processing, and delinquency processing.
- We have a CORP team that handles these items for our onsite teams."
- Centralized move out and deposit accounting process. Introduced new HRIS and Recruiting System. We achieved 95% electronic payments, taking away majority of on-site payment processing. Centralized work order processing.
- "Centralized services
- AI technology for after hours leasing
- self tours"
- Chatbox - ai software
- cloud based software, teams,
- CRM Lead Management systems, AI driven chat representatives and messaging service
- CRM software
- CRM Software
- CRM technology, resident and prospect portals for completion of applications and communications, and online rent payments.
- Elise AI



- Elise AI, PRG's virtual assistant, helps our teams manage incoming communications from prospects and residents across email, text, web chat, and phone.
- Forthcoming; Fully staffed now. Majority of turnover was end of last year/beginning of this year.
- I hope not
- Implemented AI.
- implementing AI for Maintenance Scheduling
- In my opinion the added technology just creates more things to manage it does not eliminate positions.
- Introducing artificial intelligence to our onsite teams to free their time and workload so they can focus on building stronger connections within their properties.
- Knock, AI, etc
- LeadSimple, AI technology
- Maintenance app to assist the team. Also reorganization of workforce.
- maintenance facilities app, expanded virtual leasing capabilities
- Mileage tracking software, maintenance tracking software, integrated performance review and compensation management tools, resident tools such as online rent payment and work order submission
- n/a
- N/A
- No; however, early 2025 initiatives include consolidation of some software platforms and workflows review to improve efficiencies and reduce workloads
- Online AI chatbot, workorder tracking software, and more software integrations for the office team
- Our corporate had HR inhouse but has now subcontracted it out.
- outsourcing admin and phones
- Reduced onsite workload with AI tool within RealPage software to help with rent pricing. Maintenance staff all have tablets for work orders and supplies orders that can be updated anytime/anywhere.
- "Rent Cafe - Leasing, Maintenance Requests, Rent Payments, etc.
- HelloSpoke-automated answering service for afterhours emergencies.
- Maintenance-IQ - solutions for maintenance scheduling
- Stratis - key management system that provides smart access to buildings and units."
- RESMAN, NEXUS, PAYCOM
- See previous comment
- Streamline accounting processes.
- third party A/P software, leasing/lead software integration,
- We are using the Entrata leasing center.
- We campused a few smaller communities to combing a Manager, Assistant Manager and Leasing.
- We have a company that answers the phone for us if we cannot answer on site.
- We have improved some of our automations to allow for a decrease in staff size. We have not laid anyone off, but have not filled some positions that have been vacated.
- We have not replaced staff with technology. We are using increased technology to refine and better analyze the data to improve operations in Maintenance, A/R & Delinquency, and Marketing/Leasing.



- We have outsourced our utility bills for all of our properties, this task was massive for one person.
- We have pushed against eliminating people for new apps, or products being sold by our property management software company to replace onsite team members with kiosks, self-guided tours, and auto bill payment systems. we do feel people do a better job if they work for you and you have the ability to manage the outcome personally instead of calling a third party to triage why a potential renter could not gain access to your building for a self-guided tour. People who work for you are going to have your best interest in mind. Employees may not always be perfect, but they are not in a call center three states away not able to help your potential client gain access to your building at 4:00 on a Friday afternoon.
- We have the last 2-4 years. We've expanded and evolved in positive technological ways, and have recently contracted to avoid the challenges with staffing and can do so because of these advances as well as realigned goals.
- We rolled out Swift Bunny a year ago.
- We work with Global Strategics, for which workers from the Philippines, assist with our payroll and accounting workload. It's been a great addition that our team appreciates.
- Working on centralization planning and additional technology rollouts by end of 2024
- working on centralizing admin off site and centralizing crews over near properties
- Yardi management software
- Yes, we've implemented Piper (Elise AI), PRG's virtual assistant, to help our teams manage the high volume of communications from prospects and residents through email, text, web chat, and phone.

Performance Evaluations

Does your company offer the following for on-site employees annually?	Yes
Performance reviews	93%
Merit-based raises	84%
CPI raises	34%
Merit-based and CPI raises	36%

Source: Swift Bunny Compensation and Benefits Survey

What has the average salary/hourly wage increase for on-site employees been this year?	%
0%	3%
1%	3%
2%	3%
3%	43%
4%	21%
5%	15%
6%	4%
7%	1%
8%	3%
9%	1%
10% or more	3%

Source: Swift Bunny Compensation and Benefits Survey

Please share any additional information about your company's performance evaluation programs:

- 3 bereavement days
- 30 days, 60 days, 90 days, and annual evaluations completed. Annual evaluations completed in April. Must be here for one year for annual increase in April.
- Actually, we just made a major shift and had employee turnover/lay offs so there were no increases given this year and won't be.
- Annual adjustments are based on a compa ratio performance matrix: performance rating (scale of 1-4) vs. compa ratio percentage (<90%, 90-90%, 95-100%, 100-105%, >105%) and is the same for Exempt and Nonexempt employees.
- Annual increases are based on employee performance and compensation survey information for the position, geographic location, and market conditions.
- Annual performance with pay increases done at 1 time per year.
- bereavement = 3 days, Shop Bonus for 95+ shop scores and 100+ shop scores
- Bereavement 1 to 3 days for immediate family member
- Bereavement time, paid parental leave is applicable to adoption and fosters, as well as, birth, annual monetary incentives.
- Company offers referral bonuses or sign-on bonuses for certain positions
- Did mid year equalizing pay adjustment based on finalization of comp matrix outside of and in addition to annual increases in 2023
- EAP program includes 5 Free Mental health sessions, per issue, per year
- Evaluations and merit-based raises are done every year without fail near the anniversary date. Inflation bonuses were given last year



- Evaluations are provided annually; Embrey provides COLA increases to align with approved budget
- Holiday Bonus/YE Bonus based on position
- Increases are provided on 1/1 each year and take into account CPI and performance.
- mandatory 30-day, 90-day and annual reviews
- n/a
- our organization offers an annual CPI increase in January each year. Merrit raises are offered based on an increase in duties or project scope within a calendar year or to acknowledge a notable event.
- Pet Insurance is offered through Nationwide and can be elected or terminated as needed. All employees enrolled in a PRG's medical plan are eligible for a \$10,000 lifetime maximum benefit for covered infertility services.
- Pet, adoption, fertility
- Regional & Property Managers- year-end 2% overall rent increase bonus, if met.
- Sign on bonuses sometimes, paid 8 hours volunteer day each year
- Tenure bonus for employees starting at 5 years with compensation up to \$2,500 per year. Amount is based on how long you've been with the company.
- Tuition reimbursement, Sabbatical leave, Education Loan Payment, Identity Theft
- Used to offer performance reviews. In the process of reintroducing a new performance review system
- We budget for 5% I would say 50% are between 3 to 4%. Raises are dependent upon take 32 hours of education.
- We offer a percentage raise. This year's CPI was 3.3%. Most of our employees received that and some additional merit. We use a range for each position and the salary has to be within the range. Occasionally, we offer a bonus to compensate for additional work, etc. instead of an hourly increase to keep salaries within range.
- we offer bereavement, adoption assistance, referral bonuses, tuition reimbursement, EAP, cell phone allowance, on call bonuses
- We provide annual raises/increases based on merit and / or cost of living as well as increases for promotions



Salary/Hourly

Salary/Hourly	Less than \$20K (Less than	\$20-\$29K (\$9.50-	\$30-\$39K (\$14.00-	\$40-\$49K (\$19.00-	\$50-\$59K (\$24.00-	\$60-\$69K (\$29.00-	\$70-\$79K (\$34.00-	\$80-\$89K (\$34.00-	\$90-\$99k (\$38.50-\$47.99/hr)	\$100 - \$124K	\$125 - \$149K	\$150 - \$174K	\$175 - \$199K	\$200 - \$249K	\$250 - \$299K	\$300K and more
Regional Director (multiple Regional Property Managers)	1%	0%	0%	0%	0%	3%	2%	3%	4%	19%	20%	22%	13%	9%	2%	1%
Regional Property Manager	0%	0%	0%	1%	4%	3%	6%	9%	9%	35%	24%	9%	0%	1%	0%	0%
Property Manager	0%	0%	1%	4%	14%	20%	28%	22%	8%	3%	0%	0%	0%	0%	0%	0%
Assistant Property Manager	0%	1%	11%	37%	36%	12%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Bookkeeper	1%	3%	10%	25%	22%	16%	14%	4%	3%	3%	0%	0%	0%	0%	0%	0%
Administrative Assistant	0%	2%	20%	22%	27%	11%	11%	4%	2%	2%	0%	0%	0%	0%	0%	0%
Front Desk Attendant / Concierge	3%	8%	43%	35%	7%	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Maintenance Supervisor	0%	0%	0%	3%	21%	39%	23%	10%	3%	2%	0%	0%	0%	0%	0%	0%
Maintenance Technician	0%	1%	8%	44%	39%	6%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Porter / Custodian	2%	7%	60%	27%	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Housekeeper	3%	9%	55%	28%	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leasing Manager	0%	1%	11%	31%	36%	12%	4%	2%	0%	1%	0%	0%	0%	0%	0%	0%
Leasing Consultant	0%	2%	37%	49%	11%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Most Common Compensation by Position

	Swift Bunny Index
Regional Director	19% \$100-\$124k
	20% \$125-\$149k
	22% \$150-\$174k
	13% \$175-\$199k
Regional Property Manager	35% \$100-\$124k
	24% \$125-\$149k
	9% \$150-\$174k
Property Manager	14% \$50-\$59k
	20% \$60-\$69k
	28% \$70-\$79k
	22% \$80-\$89k
Assistant Property Manager	11% \$30-\$39k
	37% \$40-\$49k
	36% \$50-\$59k
	12% \$60-\$69k
Bookkeeper	10% \$30-\$39k
	25% \$40-\$49k
	22% \$50-\$59k
	16% \$60-\$69k
	14% \$70-\$79k
Administrative Assistant	20% \$30-\$39k
	22% \$40-\$49k
	27% \$50-\$59k
	11% \$60-\$69k
	11% \$70-\$79k
Front Desk Attendant / Concierge	43% \$30-\$39k
	35% \$40-\$49k
Maintenance Supervisor	21% \$50-\$59k
	39% \$60-\$69k
	23% \$70-\$79k
	10% \$80-\$89k



Maintenance Technician	8% \$30-\$39k
	44% \$40-\$49k
	39% \$50-\$59k
Porter / Custodian	60% \$30-\$39k
	27% \$40-\$49k
Housekeeper	9% \$20-\$29k
	55% \$30-\$39k
	28% \$40-\$49k
Leasing Manager	11% \$30-\$39k
	31% \$40-\$49k
	36% \$50-\$59k
	12% \$60-\$69k
Leasing Consultant	37% \$30-\$39k
	49% \$40-\$49k
	11% \$50-\$59k

Source: Swift Bunny Compensation and Benefits Survey
(www.SwiftBunny.com)

Bonuses and Leasing Commissions

Which of the following incentives do you offer your on-site teams?	Swift Bunny Index
Leasing commissions	85%
Lease renewal commissions	76%
Property Manager bonus	72%
Maintenance team bonus	58%
Pooled team performance bonus	54%
Assistant Manager bonus	53%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

What was the average bonus paid last year for on-site employees (as a percentage of annual compensation)?	Swift Bunny Index
0%	9%
1%-5%	24%
6%-10%	37%
11%-15%	14%
16%-20%	12%
21%-25%	1%
26% or more	3%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

What are the following incentives based upon?	New leases	Renewals	Lease ups	Delinquency
Percentage of rent	28%	26%	29%	41%
Fixed amount	72%	74%	71%	59%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

If leasing commissions are paid as a percentage of rent, what is the average?	Swift Bunny Index
0%	44%
1%-5%	29%
6%-10%	19%
11%-15%	3%
16%-20%	3%
21%-25%	2%
26%-30%	0%
More than 30%	1%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

If leasing commissions are a flat amount, what is the average?	Swift Bunny Index
\$0	10%
\$1-\$100	43%
\$101-\$200	36%
\$201-\$300	6%
\$301-\$400	2%
\$401-\$500	0%
\$501-\$600	1%
\$601-\$700	0%
\$701-\$800	0%
\$801-\$900	0%
\$901-\$1,000	0%
More than \$1,000	0%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

If lease renewal commissions are a percentage of rent, what is the average?	Swift Bunny Index
0%	65%
1%-5%	14%
6%-10%	18%
11%-15%	0%
16%-20%	0%
21%-25%	4%
26%-30%	0%
More than 30%	0%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

If lease renewal commissions a flat amount, what is the average?	Swift Bunny Index
\$0	10%
\$1-\$100	49%
\$101-\$200	35%
\$201-\$300	3%
\$301-\$400	1%
\$401-\$500	1%
\$501-\$600	0%
\$601-\$700	0%
\$701-\$800	0%
\$801-\$900	0%
\$901-\$1,000	0%
More than \$1,000	1%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Please share any information about your company's salaries, bonuses, and leasing commissions:

- "\$150 for leasing commissions, \$75 for renewals divided across the team
- Assistant Manager = 7% bonus potential based on quarterly NOI/NPS
- Leasing Manager = 7% bonus potential based on quarterly NOI/NPS



- Maintenance Supervisor = 12% bonus potential based on quarterly NOI/NPS
- Community Manager = 12% bonus potential based on quarterly NOI/NPS"
- \$25 to \$50 for leasing or renewals. If more than 8 months then \$50, if less then \$25. Lease up building bonuses \$225.
- Additional annual bonuses paid as % of salary based on KPI
- Additional bonuses based on reputation score, cost per turn, managing expenses, etc.
- All employees get a year-end bonus, 1-3.5%
- All on-site staff are eligible for quarterly bonuses basis on metrics set each year.
- "All onsite team members (maintenance and office) pool commissions (bonus). Each lease commission is worth 7% of the value and each renewal is worth 7% of the value. Those are all polled each month and distributed among the team members who worked at that property that month, based on the number of hours worked at that property.
- Lease ups have a target for occupancy at different stages of the lease up. If that target is hit, a flat bonus is awarded."
- all positions eligible for a 1/4 bonus
- Also have a delinquency bonus, as well as an online payment bonus.
- also Xmass bonus - .05% of salary
- Annual Reviews & Bonus's-September
- Bonus percentage is specific to PMs.
- Bonuses are year end bonuses based on overall performance throughout the year.
- Budgets are so tight and make bonus unreachable.
- CM, MS and RM all have NOI based quarterly bonuses 10% of annual salary potential. ACM and CM also receive delinquency bonuses if less than 1% at EOM
- Commissions are a flat rate of \$100 each plus \$25 if they lease with utility package offered
- Commissions are based on a pre-determined flat fee. Can vary and be tiered based on number of units leased
- Commissions are paid a flat rate depending on the % of rent increase per lease. Renewal commissions are split 50/50 between office staff and maintenance staff.
- Do not offer leasing or direct commissions of any kind.
- Employees may earn up to 6.25% of their annual base salary each quarter based on financial performance, property appearance and resident satisfaction. Annual potential 25% of base salary. Employees are also eligible for \$1200 annually for keeping the compliance training up to date.
- I am at the property manager level
- I am pretty much a one man dog and pony show. I have someone who works part time; part time and then I have a man who does maintenance as needed and I pay him \$20 per hour, so hard to answer some of the questions asked in the survey
- "Lease renewals is \$100 per renewal and split amongst the team
- Assistant Manager bonus varies every month depending on collections % from previous month
- Community Manager is quarterly bonus-10% annual salary"
- "Leasing- 0.05% of the full lease amount
- Renewals- \$100 split between all onsite team members
- Property and Facilities Managers- up to 10% bonus paid quarterly based on property perf metrix"



- Leasing bonuses are percentage not flat amount. We do offer renewal bonuses to maintenance techs. Maintenance supervisors are also bonused.
- Leasing commission - flat \$100 per lease; renewal bonus \$25/unit split by admin & maintenance
- "Leasing commissions are between \$100-150 per lease depending on how many leased each month
- Renewal bonuses are shared amongst all team members"
- "Leasing commissions for resident managers, who are PT employees and live on site, receive \$125 commissions per new, moved in lease between pre-lease to two weeks vacancy. If new lease is moved in within 30 days of vacancy, the resident managers receive \$50.
- For full time salaried managers, our company offers a YE profit share of 2-7% of the manager's base salary.
- Property Managers and Community Managers receive between \$75 to \$200 per new leases depending on building."
- "Managers and Maintenance Supervisors receive a \$2000 discount per month.
- Renewals are based on the renewal increase amount so they do vary."
- Managers and Service managers have KPIs that are worth up to 15% of their annual salary, paid quarterly. Leasing and renewal commissions are \$125 on average but could be boosted based on need.
- Many employees get free apartments
- MS also can achieve quarterly bonuses.
- New lease commissions are based on occupancy levels and renewal commissions are based on monthly renewal percentage.
- "New Leases : One Community (ex. Onsite employee only works with one dedicated community)
- 1 – 2 per month new lease count: \$150 bonus per new lease
- 3 – 5 per month lease count: \$250 bonus per new lease
- 6 + per month new lease count: \$350 per new lease
- New Leases: Portfolio calculation (ex. Onsite employee works for 2 + Communities)
- 1 – 3 per month new lease count: \$150 bonus per new lease
- 4 – 6 per month lease count: \$250 bonus per new lease
- 7 + per month new lease count: \$350 per new lease
- Renewals: Flat \$150"
- No bonus programs.
- no bonuses no commissions at all
- NOIs are paid quarterly based on net operating results.
- Not all owner's provide same bonus structure.
- Not applicable
- Office bonus % is about 26 - 30% of pay, maintenance bonus % is about 10% of pay.
- Our bonus structure is as follows: They are a Quarterly Team Bonuses and paid out as follows: Tier One bonus is awarded if the team achieves NOI plus 2%. This pays out \$15.50 per door and the bonus is then split up on a percentage basis for each team member. Tier Two bonus is awarded if the team achieves NOI plus 4%. This pays out \$26.50 per door and the bonus is then split up on a percentage basis for each team member.
- Our Company does not pay bonuses



- Our entire team (Management and Maintenance) are eligible to earn renewal commissions and quarterly bonuses. The management team earn lease commissions.
- Our leasing agents receive \$80 per rental.
- Our leasing bonus calculator is $.0045 \times \text{total lease rent}$. Example Rent is \$1,000 for a 12-month lease $.0045 \times \$12000 = \54 commission.
- Our leasing consultants make \$80 per rental plus \$17.00 per hour.
- Our maint techs get an on-call bonus of \$150.00 just for taking calls, then they get an additional \$35.00 for each call they get.
- Paid for Move-ins, renewals on a graduating schedule, paid for benchmark goals reached.
- Performance Bonus-Formula based on NOI, split with onsite team. Assistant Manager splits renewal bonuses with maintenance, and leasing consultants are bonused by lease.
- Pooled bonuses for Active Adult. Flat commissions for Affordable housing, averages listed as per month bonuses not per lease.
- Pooled team bonuses are split into three categories. Occupancy and renewal goals are 2 third and split evenly, the last third is split based on leasing numbers.
- Quarterly Bonuses are paid usually up to 10% of salaries, Renewal bonuses are paid monthly and leasing commissions vary from \$75.00 - \$100.00 per move in
- Quarterly company bonus based on multiple factors (occupancy, maintenance, etc)
- Quarterly site bonus based on performance of property - up to 8% of quarterly W2 earnings; leasing commissions are new - \$100 per new lease after 1 month in good standing
- Regional Manager Annual Bonus of 20% of salary.
- Regional/VP annual 20-50%
- Renewal bonuses are based on occupancy,
- Renewals are \$25.00 and new leases are \$50.00
- SALARY RANGES - Onsite employee salaries are based on multiple factors including property size, geographic area and location, metro/suburban/rural markets, tenure of the incumbent, number of direct reports, annual performance reviews, etc. They do not fit within any of the narrow range options. BONUSES - Community Managers, Assistant Community Managers, and Service Supervisors are eligible to earn a quarterly bonus based on property performance benchmarks; New lease bonuses are 10% of one month's rent; Renewal bonuses are \$100 per renewal split between all full-time employees working at the property.
- Team bonuses are calculated based on the renewals secured and other rentable items leased during each calendar month. The total net contract value from renewals secured within the calendar month will be multiplied by 0.5% to determine the total bonus to be split amongst the eligible team members.
- "The higher the percentage of people that renew in a given month the higher the payout."
 - If 1% - 54% renew the payout is \$100 per renewal
 - If 55% - 59% renew the payout is \$150 per renewal
 - If 60% - 64% renew the payout is \$200 per renewal
 - If 65% - 69% renew the payout is \$250 per renewal
 - If 70% + renew the payout is \$350 per renewal"
- "The yearly bonus is different percentages for each position."
 - Leasing is 10%
 - Maintenance Tech's 10%
 - Maintenance Supervisor 15%
 - Asst Manager 15%
 - Property Manager 20%"



- There are no bonuses or leasing commissions. I had to guess on salaries for those who work at Home Office. There are only 3 people who work onsite, myself (the property manager/leasing manager), Senior Maintenance Tech, and Maintenance Tech. To cut costs they are looking at cutting the Maintenance Tech.
- These salaries and bonuses vary depending on tax credit vs. market rate communities.
- We also get incentives in the form of gift cards for our birthdays, anniversary with the company, customer service, cleanliness after work orders, delinquency, move in day and lease review experience, etc. From \$5 - \$20 per month.
- We also give Community Directors and Maintenance Directors a Free Apartment. Additionally, all other team members receive a 50% rent discount. (They are taxed). We feel that this helps with turnover of which we minimal because once they are invested in their home, they don't job hop for an extra \$1 an hour because they have to move. It also benefits us to have them on site to see what is going on with the community.
- We also have SPIFF bonus incentives that vary due to the need to implement, not included in the Salary is 30% rent discount if employee lives on site currently we have 10 employees living on site annual rent discount in excess of \$10,000 each employee
- We also offer a \$50 Transfer Commission, which is paid to the agent responsible for processing the transfer paperwork. To qualify for the commission: The resident must have lived in their current apartment for at least six months. The resident must have paid a transfer fee. The only exception is if the transfer is due to a non-renewal for renovation purposes
- We also offer team splits based on achieving specific goals regarding new leases, renewals, and economic occupancy metrics.
- We are a fee management company so many of these questions don't apply. YE Bonus is a flat amount paid to all employees equally based on the overall profitability of the company.
- We are a private foundation that owns and manages our own Real Estate. We offer a competitive fixed salary and do not offer bonuses or leasing commissions at this time.
- We do not pay percentages for leasing commissions but there was no N/A option to choose.
- We do performance metrics commissions monthly for Maintenance & Property Managers. If they meet their metrics, they receive \$100 commission.
- We don't pay commissions or bonuses.
- We have a monthly and quarterly sales incentive for our leasing teams. Each community has its own incentive pool, with a fixed amount added for each move-in event. Team members will receive an equal share of every pool that they are eligible for.
- We have a monthly and quarterly sales incentive for our leasing teams. Each community has its own incentive pool, with a fixed amount added for each move-in event. Team members will typically receive an equal share in every pool that they are eligible for.
- We have quarterly NOI bonuses and an annual end-of-year bonus.
- We have two different bonus plans. Affordable units are paid at \$85 per new lease. Conventional units are paid at 1% of lease value, up to \$125
- "We have two separate bonus plans. One for affordable assets, one for conventional.
- Affordable new leases are paid at \$85 per new lease, renewals are paid \$100 per renewal and are pooled to split among all associates
- Conventional new leases are paid at 1% of the total lease up to \$125, renewals are paid at 1.5% of the total lease up to \$175 per renewal and are pooled to split among all associates.
- We also pay quarterly bonus, on call bonuses, sign on bonuses, zero delinquency bonuses and shop bonuses"
- we offer new lease & renewal bonuses and manager bonuses quarterly



- We pay 1% of all gross receipts each month on properties that have an occupancy of 92% or higher to our property manager and Director of Operations
- We pay monthly bonuses, if you make your occupancy goal, all leasing commissions are doubled.
- We pay the difference between the previous renter's rent amount and the new renter's rent amount in a bonus commission in addition to our base commission.
- We receive economic occupancy bonuses quarterly
- We usually do not receive bonuses on time. We wait months before receipt.
- While salaries are fairly standardized across our portfolio, bonuses and leasing commissions can vary considerably depending upon the property, client, and circumstance

Insurance Coverage Offered

What types of insurance coverage are offered to on-site employees, and if offered, what percentage of the cost is paid for by the company?	Not offered	Offered but company does not contribute	1% - 9%	10% – 24%	25% – 49%	50% – 74%	75% – 99%	100%
Health	7%	7%	5%	5%	11%	35%	20%	10%
Swift Bunny Index	6%	5%	2%	5%	9%	24%	28%	22%
Dental / Vision	5%	28%	4%	8%	14%	22%	18%	1%
Swift Bunny Index	8%	24%	1%	6%	10%	18%	18%	14%
Short Term Disability	11%	44%	3%	6%	1%	11%	1%	22%
Swift Bunny Index	18%	42%	1%	4%	1%	6%	3%	24%
Long Term Disability	11%	41%	3%	5%	3%	9%	1%	28%
Swift Bunny Index	21%	35%	1%	3%	2%	5%	3%	30%
Life Insurance	7%	36%	5%	9%	1%	1%	1%	40%
Swift Bunny Index	13%	26%	3%	4%	1%	2%	2%	49%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Which of the following does your company offer on-site employees?	% Yes	Swift Bunny Index
Health savings or health reimbursement accounts	75%	67%
Employee Assistance Program	74%	66%
Childcare Assistance	22%	11%
Long Term Care	39%	27%
Flexible Spending Plans	66%	58%
Cafeteria Plan	13%	23%
Cafeteria Plan that includes childcare coverage	5%	8%
Pet Insurance	39%	26%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

What is the waiting period after being hired for health insurance benefits to begin?	% Yes	Swift Bunny Index
No waiting period (first day)	7%	10%
30-days	30%	28%
60-days	23%	32%
90-days	29%	17%
180-days	0%	0%
One year	0%	0%
Other	8%	8%
Do not offer insurance	3%	4%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

Insurance Coverage Changes	% Yes	Swift Bunny Index
Increased on-site employee deductibles in the last three years	38%	38%
Reduced the level or kinds of coverage for on-site employees in the last three years	13%	8%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)



Please share any information about your company's insurance programs:

- "2500 deductible plan with HSA and \$120 employer contribution per month = 100% covered
- 1500 deductible plan = 100% covered
- 500 deductible plan = partially covered at equivalent amount of what the other two plans cost the company"
- 401K offered as well after 12 months of employment.
- Accidental Death, other accident insurances.
- Aetna - PPO & HMO equivalent.
- Any employee that works 20+ hours per week qualifies for the company medical plan
- As rates climb, we opted to do gap insurance to cover the deductibles which continue to rise the gap insurance allowed us to keep deductibles the same without increasing employee contribution.
- "Benefit eligible begins on the 1st of the following month after your start date.
- Increases to deductibles were made due to benefit renewals."
- Benefits eligibility is 1st of the month after start date.
- Blue cross blue shield PPO Plan
- Cigna - Unsure some answers as I don't have insurance through the company.
- Company has switched to ICHRA for insurance and give the employee a monthly contribution based on their age and the ability to choose the plan that is right for them.
- "Coverage begins the 1st of the month following hire
- Offer 3 different medical plan designs and 2 dental plan designs"
- Deductible increased from \$1500 - \$2000 this year, prior to that, no increases.
- Do not offer insurance
- Eligibility is first of the month after hire, if hire date falls on the first of the month, they are eligible immediately.
- Embrey's Medical, Dental, and Vision plans are effective the 1st of the month after the date of hire. A suite of voluntary plans is also offered and effective the 1st of the month after 60 days of employment, this includes Flexible Spending plans for Health and Dependent Care, Hospital Indemnity, Accident, Critical Illness and cancer, Short Term Disability, MASA Emergency Transportation, Legal Services and ID Shield Protection, Pet Insurance, and Supplemental Life and AD&D. Embrey also provides Basic Life, Basic AD&D, and Long Term Disability at no cost to the employee.
- Employee are eligible on the first of the month after 60 days
- employees are eligible on the 1 day of the month after they start
- First of the month after 30 days
- FloridaBlue
- Full Time employees are offered, those that accept are 100% covered, family, children, spouse are not covered by the company.
- Have option of 7 plans, HSA, PPO and FSA
- Health insurance coverage is offered on the 1st of the month after date of hire. Company pays 100% of employee premiums and 25% toward dependent premiums for health, dental & vision. Company pays 100% for employee STD/LTD, and \$50k Life insurance, and offers voluntary life for employee, and voluntary life/STD/LTD for dependents at employee expense. Company contributes \$1,000 to HSAs for empl only and \$1,500 for empl + dependent(s). Both FSA and Dependent FSA is offered.
- Health insurance coverage begins on the 1st of the month immediately after your hire date.



- Higher deductibles, less covered, we pay more for healthcare, dental, vision, short and long term disability we pay that on our own.
- I have none
- In 2024, we offered an additional plan choice: High Deductible Health Plan (HSA)
- In addition to our basic health coverages we also offer 100% free virtual healthcare coverage to all employees (part and full time).
- includes a 40% housing discount.
- Insurance coverage begins 1st of the month following the date of hire.
- Insurance goes into effect the 1st day of the first full month of employment.
- Insurance is normally set to begin the first day of the month following the first 30 days of employment.
- Insurance starts the 1st of the month, if an employee starts on the 31st insurance starts on the 1st, if an employee starts on the 3rd it starts on the 1st of the following month.
- MedicalChoice/PPO includes wellness programs available to eligible employees. In addition to company-paid basic life insurance = annual salary + \$10,000, we offer employee-paid optional life insurance for the employee, spouse, and children. Employee Assistant Program (EAP) is available to all employees and their household members regardless of whether or not they are enrolled in benefits.
- Offer HSA health plan for free to the employee only. Covers 80% of health insurance for HMO/PPO plan.
- option of HMO or PPO
- Our insurance provider has adjusted our plan options - 10 to choose from. There are various levels, each with different deductibles.
- Pay 100% Medical/Dental/Vision
- Premiums paid at 100% for employees after 2 years of employment, 100% for family coverage after 5 years of employment.
- The base medical, dental and vision incurrence are covered at 100% by the employer.
- The employee is covered 100% for dental and Vision; family members can be added with a premium payment
- The Management Company offers Insurance Plans.
- The waiting period is first of the month after date of hire.
- this survey is making feel unvaluable working for the company I work. I work hard and don't get bonus or any appreciation.
- "Three medical plan options- employer pays 100% of employee only coverage for the cheapest plan and pays \$500/month towards other plans.
- New hires are eligible for benefits the 1st of the month following 60 days of employment."
- we have a self insured health/dental/vision plan
- We have a self-insurance health plan.
- We have been absorbing the additional cost for employees.
- We have brokers get best deals annually for the past 5 years it's been with the same carrier Cigna. Coverage is great. Home office personal health insurance is 100% paid for by company, employee pays for family coverage.
- We introduced a High Deductible/HSA plan two years ago and recently added a Buy-Up option for our Vision plan, which allows for frame purchases within a shorter time frame (12 months compared to 24 months).



- We offer \$1000 and \$3000.00 deductible Anthem Plans. First one we pay 65% of the Employee Only Premium. Second one we pay 75% of the employee only premium.
- "We offer 3 different plans. The HSA plan is the most cost effective for many associates because we deposit \$1500 of the \$1600 deductible in the employees HSA account in equal parts over the course of the year.
- For employees hired through an acquisition, they receive health benefits on the first day of the month after hire."
- "We offer a \$50,000 life insurance policy to all employees at no charge
- 401K with up to 4% match is offered"
- "We offer a choice of two medical plans that come with basic vision coverage (one of which is covered 100% for the employee premiums).
- We also offer a choice of two dental plans (one of which is covered 100% for the employee premiums).
- We offer a ""buy up"" vision plan that is not covered by the company.
- For those that sign up for the HDHP Medical Plan we contribute money to their H.S.A. account: \$30/mo if they have employee only coverage or \$40/mo if they have dependents.
- Although we provide \$25k worth of life insurance at no cost to the employee - we also offer voluntary life insurance plans for those who want to purchase more at group rates."
- We offer two plans to our employees for medical coverage, HSA H50 and Foundation 80. Employees who would like to add dependent(s) to their plan is 100% responsible for their premium.
- We pay a flat amount for each employee's health insurance. For some, this covers 100% for others, it covers a majority.
- We provide \$25K Life Insurance
- We use a PEO- there are a lot of Insurance options with many different styles- high deductible, low deductible, etc.
- Your asking questions that I really don't know the answers to. I had to guess on the contributions my employer makes towards my health insurance.

Pension Plan, Profit Sharing, Stock Plans

Which of the following does your company offer to on-site employees?	% Yes
401k	91%
IRA	25%
Profit Sharing Plan	7%
Employee Stock Program	1%
Stock Purchase Plan	2%
Stock Options	3%

Source: Swift Bunny Compensation and Benefits Survey

If your company offers a 401k program for on-site employees, what is the company's matching percentage?	Swift Bunny Index
0%	4%
1%	4%
2%	4%
3%	25%
4%	26%
5%	8%
6%	9%
7%	0%
8%	3%
More than 8%	5%
Do not offer 401k	13%

Source: Swift Bunny Compensation and Benefits Survey

If your company offers a 401k program for on-site employees, what is the waiting period before the employee can participate?	Swift Bunny Index
No waiting period (first day)	24%
Six-months	21%
One year	17%
Two years	0%
Other	26%
Do not offer 401k	12%

Source: Swift Bunny Compensation and Benefits Survey

Please share any information about pensions, profit sharing, and stock plans:

- .5% ownership of a project after 5 years for managers
- 3 month waiting period
- 3% Safe Harbor Contribution (not a match)
- 30 day waiting period for 401K
- 30 day waiting period, fully vested after 2 years



- 401(k) is a 90 day waiting period.
- 401(k) waiting period is 90 days
- 401k and health products are first of the month following 30 days employment.
- 401K depends on company performance and announced annually.
- 401K eligibility after 90 days probationary period
- 401k is a 90 day waiting period
- 401k is matched dollar for dollar, up to 4%. Waiting period is 45 days.
- 401-k tenured plan 20% per year through 5 years with employer match of 1.5% of 3%.
- 401k waiting period is 90 days
- 401k waiting period is first of month following 30 days, like other benefits.
- 401k Waiting period is first of the month after 90 days of employment. Both Pre-Tax and Post-Tax 401k deferrals are offered.
- 50% up to 8% for the match (so 4%)
- 60 day waiting period. Employee can contribute up to 10% of their annual salary
- 90 day waiting
- 90 day waiting period
- 90 day waiting period before employees can participate.
- 90 Day waiting period for 401k
- 90 days
- 90days
- After that one year they are automatically 100% vested
- Annual profit sharing based on overall company goal performance ranging from 3-5% of base salary based on position.
- Both employee contributions and employer matches are immediately vested
- Company 401k match of 50% of employee contribution up to a 3% maximum.
- Company matches up to 1% of contribution if employee contributes 4% or more
- Company matches up to 5% of the employee's annual salary. The first 1-3% are matched dollar for dollar. Percents 3 & 4 are matched at .50 on the dollar.
- Due to turnovers, waiting period changed from 6 months to a year.
- EE's can enroll after 60 days
- eligible after 90 days
- Employees are auto enrolled within their first 60 days at 6% of salary. They can change this if they choose
- employees are eligible after 90 days of employment and can enroll on the next open enrollment period of either Jan or Jul
- Employees can join the 401k plan on the 1st of the month following 90 days of employment. The company match is 50% up to 8%.
- Employees may elect to participate in our 401k program at any time after ninety (90) days of employment.
- "Employer matches 100% of the employees contribution for first 3%
- Employer matches 50% of the employees contribution for the next 2%"
- For our 401k we do have a 1 year period to be invested into the match, but employees can contribute and company will match right away.
- Full-time employees are eligible the first quarter after 90 days of employment. Part-time employees are eligible after working 1,000 hours in the year, or as eligible based on the Secure Act 2.0.



- Fully vested in 401K at sign up
- I don't remember if there was a waiting period for the 401K program
- I have none
- matching contributions vest after two years of service.
- New hires are eligible to defer to a 401k plan the first payroll of each quarter. We have auto enrollment at 3% ROTH and an annual escalation of 1% up to 10% deferral.
- Our 401k waiting period is 30 days
- Our match is 100% on the first \$5,000 deferred.
- profit sharing for officers only
- Same waiting period as health benefits, 1st of the month following start date.
- "SPR will match 100% of every dollar that employees contribute, up to 1% of gross eligible compensation, and 50% of every dollar that is contribute above 1% of compensation, but not greater than 6%. Enrollment begins the first of any month after 1 month of employment."
- "The company match is 100% up to the first 3% and the 50% up to 5%.
- The waiting period is one month."
- The management company offers Pension Plans.
- Under the safe harbor 401(k), company will match 100% of employee's contributions on the first 5% of their salary, which will be 100% vested immediately. The 401(k) plan offers employees the ability to make traditional pre-tax contributions and ROTH after-tax contributions. Regular full-time and part-time employees working more than 20 hours a week are eligible to participate on the first day of the calendar quarter following three months of employment.
- Waiting period for 401K plan participation is 1st of the month of the following quarter following your first 90 days of employment.
- Waiting period is 3 months
- We make a 25% discretionary contribution based on the amount the employee has contributed for the year up to the IRS maximums.
- We offer a simple IRA with 3% matching. 90 day waiting period.
- We offer an IRA with company 3% match.

Housing Allowance / Discount

What housing allowances / discounts does your company offer to on-site employees? If the amounts vary by position, select all that apply.	Swift Bunny Index
Not offered	12%
1% - 9%	1%
10% - 19%	6%
20% - 29%	34%
30% - 39%	14%
40% - 49%	8%
50% - 59%	10%
60% - 69%	2%
70% - 79%	1%
80% - 89%	2%
90% - 99%	2%
100%	9%

Source: Swift Bunny Compensation and Benefits Survey

Please share any additional information about your company's housing allowances:

- 20%
- 20%
- \$ 100 per month off rent after six months of employment.
- \$2000 monthly discount to Management and Maintenance Supervisors and 20% discount to all other employees
- % varies by comp negotiations
- "10% for part time
- 20% for full time"
- "100% to Community Director and Maint. Director
- 50% to all other employees."
- 2 people of leadership can receive up to free housing.
- 20% discount immediately upon hire.
- 20% discount. No discount on LIHTC sites
- 20% for employees that are never on call, 33% for those that are on call
- 20% for employees up to 4 years- 5th year is eligible for 50% discount. Managers and Service managers have 100% off rent.
- 20% housing discount for employees. A housing discount up to \$1,000 for Maintenance Supervisors.
- 20% is offered to all team members, but in some cases, Property Managers can receive up to 100% discount if they live at the site they are managing (with Owner approval).
- 20% non-taxed, 10% taxed
- 20% to onsite team members and 100% to Maintenance Managers and/or Property Managers if onsite residency is required.
- 20%, but could be more if approved.
- 25% after a year of employment.
- 25% discount company wide, 50% for employees who live on site where they work.
- 30% discount for full-time employees at select properties.



- 30% discount for office positions and 40% for service positions
- 30% discount for office positions and 40% for service positions
- 30% for full time, 15% for part time
- 35% of Leasing and Assistant Manager, 40% for Maintenance and 50% for Property Manager and Maintenance Supervisor
- 40% off market rate
- After 90 days of employment
- All employees are eligible for 20% rent discounts.
- All employees are eligible to receive up to a 20% housing discount on any of our properties. If you live and work on the same property you are eligible to receive up to a 40% housing discount.
- All Managers = 100% and all others 20%
- Between 20-50% depending on the property
- Client based but most clients will offer 30% off market rate
- Common area units only receive rent free unit.
- "Corporate discount for all - 20% non-taxable
- Onsite Manager/Supervisor, 1 per property - 50% taxable
- Onsite Maintenance- 100% taxable"
- Depends on client
- Depends upon the property, client, and circumstance
- Discounts are a flat amount and not percentage, but most fall into that 10-19% range.
- "Employees receive 20% discount
- Maintenance employees who live at site they work receive 50% discount
- Maintenance Managers receive 100% discount"
- Employees receive a 20% discount on monthly rent + waived application fee
- Employees receiving more than 20% are grandfathered into the program.
- Full time employees receive 30% discount. Part time employees receive 15% discount.
- Higher discounts for longer termed employees
- It depends on the position; Leasing and Assistant Managers usually get 20-30%. The maintenance supervisor or manager usually get 50% It also depends on what the owner will allow 20% is pretty standard.
- It is depending upon ownership.
- Must be with company 3 years to be eligible.
- n/a
- Necessary employees on site may receive up to 100% of rent; most on-site receive 20% after 90-day probationary period depending on job description and responsibility.
- No housing discounts for Active Adult. 20% at Affordable Housing.
- No option to live on site.
- "one employee on-site received 50%
- other employees interested can receive 20%"
- One key holder per community at 50%
- Part-time employees are eligible for a 20% housing discount
- Property manager lives in our rent house and gets a 60% discount. A contractor that we use often receives 10% off of his rent at the apartments
- Rent stipend only offered to the part-time, .375 FTE residential manager, who lives in one of our properties. Rent stipend is in lieu of a salary.



- Some clients offer a housing discount to employees living on-site as part of their compensation package. Not offered by FPI.
- some get 30% some get 50% or free depending
- Sometimes offer higher discount for lease-up properties.
- Standard is 20% discount
- Standard is 20% non taxable. Based on need, the discount could be up to a full concession. Everything is dependent on ownership approval. Everything above 20% is taxed.
- The discount is for base rent + utilities, parking, trash, etc.
- They cannot live on the site they work at
- This is determined by the client and can range anywhere between 20% and 100%.
- Varies by position
- We do waive some initial fees but do not offer rent discounts.
- We give a higher benefit for living on-site at the property you work at. We increase the benefit 10% on the employees one year anniversary.
- We may increase the housing discount depending on the employee's performance, length of service and position type.
- We offer 20% discount up to \$200 off rent for employees who also rent from us.
- We offer 20% or 100%.
- We offer a 20% housing discount to all employees, and Maintenance Supervisors receive a 100% housing discount, up to \$1,000.
- We'd be open to something, but an employee has never followed through. We do not have a 'policy' as a result of never exercising the opportunity.

How much Personal Time Off is given to on-site employees?	None	One week	Two weeks	Three weeks	Four weeks	Five weeks	Six weeks	More than six weeks
In the first year	9%	24%	39%	25%	3%	1%	0%	0%
After one year	3%	19%	42%	32%	4%	0%	0%	0%
After three years	2%	13%	29%	41%	12%	2%	0%	0%
After five years	2%	3%	17%	33%	34%	8%	3%	0%
After ten years	2%	2%	10%	19%	29%	25%	8%	6%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

What is the waiting period before a new employee can take PTO?	Swift Bunny Index
No waiting period (first day)	31%
30-days	7%
60-days	14%
90-days	38%
180-days	4%
One year	2%
Other	4%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

How much Personal Time Off time can an on-site employee carry forward each year?	Swift Bunny Index
None	20%
One week	29%
Two weeks	22%
Three weeks	6%
Four weeks	7%
Five weeks	1%
Six weeks	2%
More than six weeks	5%
Unlimited	9%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

	% Yes
Does your company offer vacation days and sick days instead of combined PTO?	72.7%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

How many paid holidays are given to employees annually?	Swift Bunny Index
0 days	1%
1 day	0%
2 days	0%
3 days	0%
4 days	1%
5 days	1%
6 days	12%
7 days	10%
More than 7 days	76%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

What paid national holidays does your company offer?	Swift Bunny Index
New Year's Day	99%
Martin Luther King's Birthday	57%
Presidents Day	33%
Memorial Day	98%
Juneteenth National Independence Day	35%
Independence Day	98%
Labor Day	98%
Columbus Day / Indigenous Peoples' Day	12%
Veterans' Day	25%
Thanksgiving Day	99%
Thanksgiving Day - Day After	82%
Christmas Eve	50%
Christmas Day	80%
Birthday	23%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

	% Yes
Does your company offer VTO (volunteer days off)?	44%

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)

If yes, how many days/hours off do you offer?

- 8
- 8
- 1 day
- 1 day a year.
- 1 day per quarter - must be a pre-approved volunteer activity typically performed as a team for team building
- 1 work day/ 8 hrs
- 16 Hours
- 16 hours
- 2 days for a total of 16 hours
- 5 days
- 8 hours
- 8 hours
- 8 hours
- 8 hours
- 8 hours
- 8 hours
- 8 hours (1 day)
- 8 Hours of volunteer time off per year for full time associates
- One day per year
- one half day paid



- The volunteer day is 8 hours, and has to be used at the company scheduled volunteer day/event. If not used that day at that event, it is forfeited.
- We allow 1 day per year.
- We don't offer a set number of hours/day - we just pay our employees when they sign up to volunteer for one of our organized give back days.
- Yes 1 day off for volunteering

Please share any additional information about PTO and paid holidays:

- 1 Floating holiday
- 1 paid floating day
- 2 floating holidays given as well
- 2 personal days
- 2 weeks vacation (must be used by 4/30 of the following year), 4 floating holidays and 12 paid holidays (along with 6 sick days)
- 3 floating holidays
- 8 days we just included MLK day
- 9 paid holidays include easter (friday or monday), christmas eve and day after thanksgiving
- accrues monthly
- "After 1 year = 12 days
- After 2 years = 17 days
- After 5 years = 20 days
- After 10 years = 24 days
- Employees are strongly encouraged to use their PTO. At the end of the year, they are paid for a max of 5 days ""leftover"". Anything else is forfeited. I prefer my team take the necessary time away from work to refresh and reenergize than banking days year after year.
- Holidays vary year to year depending on the calendar. There are 11 paid holidays 2024 including Easter, the day after Thanksgiving, Christmas Eve & the day after Christmas.
- If a holiday falls on a weekend (such as 4th of July) I may give an additional day at Easter. Or, I may give more or less days for Christmas depending on the day of the week."
- After 15 years of continuous employment, employee is entitled to 166 PTO hours; benefits include direct deposit, employee assistance program, employee discounts, flexible benefits plan, flexible spending plan, health savings account, LT Disability with employer paying \$1000 per month, movie tickets, store memberships, theme park discounts and voluntary benefits.
- All national holidays and company events.
- All PTO is rolled over, but there is a maximum accrual amount that can be in an employee's balance, based on how long they've been with the company.
- Also give Good Friday and the day after Thanksgiving
- also NYE as a holiday
- Also offer 1 floating holiday for birthday, anniversary etc...
- Also offer two floating holidays
- Also receive 2 personal days
- Associates making \$100,000 or more in base salary have unlimited PTO. The ability to take it depends on ensuring all job tasks are up to date. We have 11 defined holidays plus employees all receive two paid floating holidays to use when they would like, scheduling permitting.
- Birthday (1), wellness (1), volunteer days (2 per year)
- Birthday off with Pay as well



- "Black Friday
- Personal Day
- Christmas Eve"
- Employees begin accruing PTO at a rate of .0576 hours PTO per hours worked (15 days/year), and accrue one additional day per year of employment until they reach the maximum of 30 PTO days. PTO can be taken after it's been accrued. Employees also accrue 3 floating holidays per year that cannot be carried over: during the first year of employment, they are accrued at 1 floating holiday day per quarter. Thereafter, they are accrued all at once at the beginning of each calendar year. Yom Kippur is also a paid holiday.
- employees have an additional floating holiday they can take any day of the year. Maximum PTO carryover is 360 hours
- Employees may also be eligible to receive up to an additional two Floating Holidays per year, based on the employee's tenure. We offer 1 additional observed day for Thanksgiving and Christmas in addition to what is listed.
- "Good Friday
- Rosh Hashanah (when it falls on a weekday)
- Yom Kippur (when it falls on a weekday)"
- Half day for New Year's Eve
- Holidays include Black Friday and Christmas Eve.
- Holiday's schedule varies based on the individuals work schedule since we are a 7 day a week operation.
- If work schedule does not land on a national holiday you get one floating holiday per year to use at any time.
- in 2024 we added MLK, Jr Day and removed VTO (volunteer day)
- New Years Eve
- none of this applies; I am the owner, manager, leasing agent, bookkeeper, only employee
- offer an additional 8 hours of personal time to full time associates annually.
- Offer two additional holiday pays to use at your convenience.
- One Personal Day offered every 6 months, does not roll over
- our associates can carryover 1 week of vacation per year and up to 4 weeks of sick time.
- presidents day and MLK are 50% staffed. They can pick which day to be off. Christmas eve is a 1/2 day.
- PTO accruals include holidays - must request days off as PTO.
- "PTO accrues beginning day one and the amount accrued annually increases each year the employee has been with the company;
- the company also offers a floating holiday and 2 personal days annually"
- PTO accrues monthly and can be taken as accrued.
- "PTO carry over is up to 24 hours.
- We also offer day after Thanksgiving off."
- PTO is accrued at a rate of .05 for every hour worked.
- PTO is capped so it will not allow roll over amount for anyone more then they can accrue each year. Meaning is a team member caps out at 160 hours then they will stop earning pto. This is to encourage them to take it
- "PTO:
- 0-5 years= 5 hours a paycheck = 15 days
- 5-10 years= 6 hours a paycheck = 18 days



- 10 years + = 7 hours a paycheck = 21 days
-
- 10 paid holidays including Good Friday and Thanksgiving Friday."
- Some paid holidays for onsite employees are at the discretion of the client (i.e. day after Thanksgiving, Christmas Eve)
- "They get 9 federal holidays + 1 wellness day (aka floating day)
-
- After 10 years they also receive a 30 day paid sabbatical (in addition to 6 weeks of PTO)"
- Two Floating Holidays
- Upon hire, 120 hours of PTO - at 5 years, 144 hours of PTO - at 10 years, 176 hours of PTO - at 15 years, 200 hours of PTO - at 20 years, 224 hours of PTO. Additional paid days include the day after Thanksgiving, a floating holiday of the employee's choice, and a volunteer day of the employee's choice.
- Vacation Time: Full-time employees accrue vacation time (2 - 4 weeks based on years of service) and may carry one-half of their accrual allowance to the following year. Personal/Sick Time: Full-time employees earn 5 days of personal/sick time per year and may carry over all unused sick/personal time to the next year but may not accrue more than 240 hours at any time.
- We allow 7 paid federal holidays as well as 2 floating holidays and a paid day for their birthday. no wait period
- We also accrue 4 hours of personal/sick time
- we also get 4 personal days per year. One per quarter
- We also give 1/2 days for Christmas Eve and New Year's Eve as well as their company anniversary as paid holidays.
- We also give one floating holiday to be used on the holiday of the team member's choice.
- We also have a half-day on New Year's Eve as a paid holiday.
- We also include Christmas Eve, the day after Thanksgiving and we close early the working day prior to each holiday.
- We also offer a floating holiday to be used at the employees discretion. The day after Thanksgiving is often given off depending on community performance. Depending on what day Christmas falls, the same applies to Christmas Eve or the day after.
- We also offer a Health and Wellness Day, once a year.
- We also pay for the following holidays: Good Friday, Black Friday, Christmas Eve
- We are given 1/2 day for Good Friday and 1/2 day for Christmas eve. They let everyone close the day after thanksgiving if you have the PTO to do it and sometimes let us close all day Christmas Eve.
- We get 5 floating holidays to use as we choose in addition to the 6 standard ones.
- we get off on these holidays but we have to use PTO to pay for it
- "We give 1 paid day for Volunteer Time Off.
- We also receive the following holidays:
- Day After Thanksgiving and Christmas Eve
- If a birthday, Christmas Eve or Christmas day falls on a Saturday or Sunday, we give the Friday before or Monday after as the day off."
- We give Spring day/Good Friday
- We have 13 paid holidays per year.
- "We have accrued PTO



- 0-2 years 8 PTO days gained, maxes out at 10 days
- 3-5 years 13 days gained, maxes out at 16 days
- 6-9 years 15 days gained, maxes out at 19 days
- 10+ years 18 days gained, maxes out at 23 days"
- We offer 12 paid holidays, with 10 holidays based on national holidays. They are provided two paid holidays, which we call floating holidays, and they can use at their discretion.
- We offer bereavement and Jury Duty time off
- We offer Christmas Eve, the day after Thanksgiving, and 1/2 day New Year's Eve also.
- We offer either President's Day OR Juneteenth, the rest of the holidays marked, and two floating days. They get 18 days per year PTO (years 1-5, then 23, then 28) to use as they'd like plus holidays.
- we offer the day after Thanksgiving and Christmas eve as holidays and a floating holiday to be used anytime within the calendar year.
- We raffle off a free day off each month to all employees as a fun perk. Employees can only win one time per year.
- We receive 1 "Floating Holiday" per year – CHOOSE day after Thanksgiving/MLK Day/Good Friday
- Yom Kippur and Rosh Hashanah
- You have the hours to use, but no one to cover your office so its almost like you cant even use your PTO, and when you put in a request it usually has a bunch of questions that comes along with it.

Leave of Absence

Which of the following applies to your company's leave of absence policy for on-site employees?	% Yes
We offer Leave of Absence benefits (i.e., maternity, military, personal)	78%
Offer Leave of Absence benefits that exceed FLMA requirements or LOA	22%

Source: Swift Bunny Compensation and Benefits Survey

If leave benefits exceed the requirements of FMLA or LOA, select all that apply for on-site employees?	Swift Bunny Index
10 days parental leave	15%
One-week maternity leave for each year employed	10%
Paternity leave	42%
Salary continuation for corporate employees	10%
Up to 6 weeks for any illness	23%

Source: Swift Bunny Compensation and Benefits Survey

Please share any additional information about your company's leave of absence policies:

- 1 week of paid paternity leave for every full year employed up to 5 weeks.
- 12 weeks paid paternity leave for birth, adoption, placement of a child
- "12 wks maternity leave
- 2 weeks paternity leave"
- 6 weeks maternity leave
- After 1 year eligible for 12 weeks of paid maternity/paternity leave
- After 1 year eligible for 12 weeks of paid maternity/paternity leave
- Embrey offers Paid Parental Leave to use concurrently with FMLA - four weeks for Paternal and eight weeks for Maternal
- Employees are expected to use PTO.
- employees have to use sick and vacation time they can take 12 weeks but do not get paid after they exhaust vacay and sick unless they have disability insurance coverage.
- employees have to use sick and vacation time they can take 12 weeks but do not get paid after they exhaust vacay and sick unless they have disability insurance coverage.
- Employees may apply for WA state Paid Family and Medical leave and disability benefits, if applicable. If approved, the company supplements employee's salary to make them "whole" for the duration of their leave.
- Employees must use PTO towards any leave of absence unless otherwise required by law such as FMLA
- I can't unmark the first question here---we do what we're legally required. We're too small to be able to offer excess. (Sorry about that!)
- If you take a leave of absence it is unpaid and you would have to use your PTO
- If you take a leave of absence it is unpaid and you would have to use your PTO
- none of this applies to me
- not subject to FMLA due to population size and locations.



- nothing beyond WA/FMLA required
- Often approve beyond FMLA and WA state leaves
- One week parental leave for birth of adoption of a child.
- One week parental leave for birth of adoption of a child.
- Only offer FMLA -We need to get better!!
- Only offer FMLA -We need to get better!!
- Personal leave will only be granted to a regular, full-time employee who has completed at least twelve months of service. Eligible employees who declare themselves to be the “primary caregiver” of a new child, are entitled to two (2) weeks of paid new parent leave after completing 12 months of employment and four (4) weeks after completing 24 months of employment. Eligible employees who declare themselves to be the “non-primary caregiver” of a new child, are entitled to one (1) week of paid new parent leave after completing 12 months of employment and two (2) weeks after completing 24 months of employment.
- provide up to 8 paid weeks of Parental Leave for birth and care of a newborn child or placement with the employee of a child for adoption or foster care
- Three weeks of paid maternity leave to employees who have completed at least two years of continuous full-time service.
- Up to 30 days LOA for those who do not meet criteria for FMLA
- we are not FMLA but offer unpaid leave of absence for maternity, military, medical, personal
- we do not offer any of these. We just pay a flat fee for our manager to manage the property.
- We have 6 weeks paid maternity leave & 2 weeks paid paternity leave.
- we offer 6 weeks paternity pay.
- we offer FMLA, bereavement leave, jury duty and military leave,
- We only offer the FMLA or LOA required times

Commuting, Cell Phone and Auto Expenses

Does your company offer the following benefits to on-site employees?	% Yes
Part-or-full-time work-from-home option	28%
Flextime schedules	29%
Cell phone reimbursement	64%
Commuting reimbursement	24%
Auto reimbursement (mileage, car allowance, company vehicle, etc.)	73%

Source: Swift Bunny Compensation and Benefits Survey

If you offer flextime schedules, please share any details:

- \$0.55 per work mile
- Alternative flex work hours. 8AM-4PM, 9AM-5PM, 10AM-6PM
- Can come later, stay later, take later lunch to pick up kids, but have to work at the properties on a regular basis.
- Commuting reimbursement equals toll reimbursement
- Community Manager and Maintenance supervisor receive a monthly \$250 car allowance added to our pay
- Corporate employees are offered flex time schedules during the summer.
- Corporate employees can choose a schedule from the following: 7-4, 7:30-4:30, 8-5, 8:30-5:30, 9-6
- Corporate office staff are offered flex hours between 7am and 7pm. Onsite office staff are required to work during open office hours. Maintenance staff can flex work hours between 7am and 6pm.
- Corporate staff have the ability to choose an 8-hour workday starting between the hours of 7:00 - 9:00 am
- Director of Operations works from home for a few hours per week
- Employees can chose which days to work from home week-to-week. They can also chose which work schedule works best for them.
- employees may start work between 7 and 9 am and end work between 3:30 and 5:30 pm, working a full eight-hour day. Most employees also may work a hybrid work week of 3 days in the office, 2 days remote.
- Flex time for students, parents in relation to taking, picking up children from school, or caring for a family member.
- for regional and above
- Home Office team members only.
- I work from home and take tax write offs on my phone and gas and such
- It really depends on the role. We've HAD them, but it's not a 'regular' thing. We flex our positions based on talent, business needs, and skillsets (some folks will need more supervision as they're new, but their role may be able to grow into some flex time and has). It is not a 'standard' practice but we watch for opportunities that can work for everyone's needs wherever possible.
- just mileage for work errands



- Leasing employees can work remotely
- Light flexibility if employee needs to end a day early, take long lunch for appointments can be made up within the same week instead of needing to use PTO.
- Multit site employees receive a travel allowance; all maintenance receive company phones; managers receive a phone stipend
- must be taken within the same week
- N/A
- No flextime schedules
- "Phone and auto reimbursement apply only to Regional Managers.
- Work from home only apply to Regionals."
- Phone and Gas is Regional and Above
- property managers can work remotely from home 1-2 days a week
- Some roles are hybrid in office and at home.
- Some work 4 - 10 hour days. Some work 8-4:30. Some work 9-5:30. Others work only 32 hours per week.
- some work from home allowed.
- The only time mileage is paid is if you are traveling more than 18 miles in one direction.
- Those in regional and corporate roles can set varied times, but must be within typical business hours and meet the positions needs.
- Up to 2 days a week for WFH
- Varied start and end times when able to accommodate
- We allow house keepers or groundkeepers to adjust their start time.
- We are beginning a partially hybrid leasing schedule. Property Managers and Maintenance are Onsite. President and Owner have remote options.
- We do not offer per say, but we are flexible for employees to attend children's school functions etc. Allow time to vote during daytime hours. Work with doc apts. etc.
- We have farmer's markets and they can flex their time within the same pay period.
- We offer some team members a 4 /10 schedule.
- We offer up to \$75 per day for meal expenses. Our travel policy fully covers reimbursement for personal vehicle use, parking, ground transportation, flights, and lodging. Phone credits are provided only for professional staff, managers, supervisors, and executive staff.
- We provide cell phones for maint on call.
- We support the availability of flex schedules including 4x10s, start time, and end time

Please share any additional information about your company's expense allowances / reimbursement policies:

- \$30 a month cell phone reimbursement for qualified employees, we also provide mileage when travelling in excess of normal every day commute
- \$40 cell phone reimbursement, 85% of IRS mileage rate
- \$50 cell allowance for Maintenance
- All items are subject to the position in the company.
- All regional and corporate employees are provided a credit card for travel and business expenses. If employees are spending their own money on business needs, they will be reimbursed.
- Allowances are offered to corporate employees as allowances with required tax deductions.
- "Anniversary Auto Allowance



- 2 years of service = \$400 Monthly
- 4 years of service = \$800 Monthly
- 6 years of service = \$1,200 Monthly
- Cell Allowance = \$60 Monthly
- Lunch Allowance = \$120 Monthly"
- Auto reimbursement for Regionals only
- Auto reimbursement is for business related travel outside of commuting to and from their primary site. All employees receive a cell phone monthly stipend.
- Auto reimbursement is for upper management. A monthly mileage reimbursement is paid to Managers and Supervisors, employees can request mileage reimbursement for on call.
- Cell phone allowance of \$55 per month.
- Cell phone and mileage reimbursements.
- Cell phone reimbursement is for property managers only.
- "Cell phone reimbursement not applicable as we set up Dial Pad for each employee, so they don't have to give out their personal number.
- Salaried employees use their Ramp cards for expenses, including Uber when necessary.
- Auto reimbursement for property managers and maintenance technicians are provided."
- employees issued a company phone. Auto mileage reimbursement for work-related trips but not for commute.
- Fitness reimbursement \$600/year, free telemedicine
- Fixed allowance is given for property manager and maintenance supervisor for cell phone and mileage
- flat rates for mileage to properties & gas cards.
- For corporate employees, we reimburse mileage from the home office to the location minus the mileage from the person's home to the home office.
- IRS mileage reimbursement rate for work-related travel when employees use their personal vehicle.
- Mileage available, not car allowance
- "mileage is paid for on call maintenance techs
- Cell phone cost is provided for corporate employees
- Corp employees get to work from home on Fridays"
- Mileage paid at \$.39 per mile, when necessary. Certain traveling positions have a monthly auto/mileage stipend.
- Mileage reimbursement follows the IRS rate.
- Mileage reimbursement if traveling between sites or for banking etc.
- Mileage reimbursement is given if traveling to a location that is not your home property, and is more than 10 miles one way. Mileage reimbursement is given for on call maintenance trips.
- Most corporate office positions allow for some work-from-home days. Very few property-level positions offer any work-from-home options
- only managers and maint supervisors get cell phone comp.
- "Phone and auto reimbursement apply only to Regional Managers.
- Work from home only apply to Regionals."
- Phone and Gas is Regional and Above
- PM's receive phone reimbursement.
- Property manager manager receives cell phone, auto, and commuting



- property managers are given a gas card. leasing agents and admin are reimbursed for mileage
- Receive mileage reimbursement if going somewhere beyond their property.
- Regional Maintenance supervisor provided company vehicle. Other regionals provided travel reimbursements per mile, per IRS regulations.
- Some employees receive a cell phone reimbursement of \$60/month, some employees have a company paid cell phone that must be returned when employment is terminated. All employees have a choice of receiving discounted parking of \$50/month at a nearby garage, OR a 50% monthly reimbursement of transit costs.
- The company will provide cell phones in place of reimbursement
- The ones I marked as Yes, or often role specific.
- The only time mileage is paid is if you are traveling more than 18 miles in one direction.
- Travel expenses reimbursed out of area work requirements.
- We allow house keepers or groundkeepers to adjust there start time.
- We do not offer per say, but we are flexible for employees to attend children's school functions etc. Allow time to vote during daytime hours. Work with doc apts. etc.
- We have company credit card, do not need to use our own funds
- We offer Cell phone allowances, to anyone that is on call. Commuting allowances are offered to all of our Regional Managers, and to our traveling maintenance teams as part of their compensation package.
- We offer up to \$75 per day for meal expenses. Our travel policy fully covers reimbursement for personal vehicle use, parking, ground transportation, flights, and lodging. Phone credits are provided only for professional staff, managers, supervisors, and executive staff.
- We pay 65% per mile reimbursement for mileage. We also pay certain employees a car allowance.
- We provide \$75/month for a cell phone allowance to all employees. Then manager level & above also receive a car allowance of \$200-\$300/month.
- We provide cell phones for maint on call.

Education and Industry Events

Does your company pay, or reimburse, for the following for on-site employees?	% Yes
Work-related courses	95%
Vocational programs	44%
Associate or undergraduate education	31%
Association dues	74%
Association event attendance	81%

Source: Swift Bunny Compensation and Benefits Survey

Please share any additional information about your company's policies regarding education and industry events:

- \$2500 Tuition reimbursement
- \$2500/ year tuition reimbursement program for courses work-related, apply toward obtaining an industry-related or business degree, or are a direct benefit to the associate's position.
- \$300 yearly education reimbursement
- \$5,280 tuition reimbursement
- All education requests are reviewed and typically approved; this is a benefit our organization feels is an investment in our growth as well as our team members future within our organization.
- All WMFHA events and certifications are company paid. Education is reimbursed as long as it relates to current job function/role in the company.
- AON Academy, HAA, TAA, Century A/C, Lowes Pro Supply, HD Supply, CPO and Electrical licensing.
- Approved educational expenses are reimbursed 50% up front and 50% on the anniversary of completion.
- Associate or undergraduate only if falls under course of their job.
- CAM course is paid for and a 10% raise is given when the course is passed
- Company offers education reimbursement to employees or pays directly for employees taking classes or training applicable to their position.
- Company pays for all job related courses, if there is a seminar, we pay for per diem & stay as well. Company vehicles are used to travel.
- company pays for Realtor fees, Realtor cont ed, VRLTA updates, fair housing for maintenance techs and unlicensed persons, annual attendance at NAA convention.
- Education reimbursement program
- HVAC/CAM certifications.
- If the course, program, or association benefits the company and the employees position the company will reimburse the fees. If employment is terminated within 2 years of reimbursement, employee must pay back the fees.
- if they leave within 6 months or fail the course, they must reimburse 100%. If they leave between 6 months and 1 year or receive a C or D, they must reimburse 50%
- "Maximums of up to \$1,500 of the study course, textbooks, and exam fee
- or up to \$1,000 of the continuing education courses"
- Offer tuition reimbursement and pay for nearly any association or vocational training programs associated with property management



- We offer reimbursement for approved courses up to 50% of the first \$6,000, with a maximum of \$3,000 per calendar year. The annual tuition assistance cap applies to all courses taken within a calendar year, regardless of when the reimbursement is issued. Reimbursement is granted if a grade of "C" or higher is earned.
- reimb for CALP, CAM, and CAPS but not the renewal costs
- They only allow you to go to the events if ownership approves. They do not reimburse for CAM, CAMT, or CAPS certifications.
- Tuition reimbursement of \$250 per year for work-related education. Robust Learning Management System and virtual as well as in-house training.
- Up to \$2500 educational reimbursement per year for courses that will benefit employment role.
- We cover some of these, or portions of---depends on the role and the course or event and the client's ability.
- We have a program for maintenance technicians to take job related courses for which they would receive up to \$1500 of reimbursement upon completion.
- We offer to cover 50% of fees due when employees pursue further education and training through our local and national apartment association.
- We pay for certifications if they pass.
- We reimburse \$1000 per year in college education
- We will pay for any work-related education.



Other Benefits

Please share information on any other benefits your company provides (such as caregiver benefits; pet bereavement; adoption, fertility and/or surrogacy benefits; annual monetary Incentives; sign-on bonuses):

- \$1,500 Referral Bonus paid after the referred employee has been onboard for 90 days
- \$1000 sign on bonuses
- \$500 per year health and wellness stipend.
- \$600 per year for Long Term Care Insurance
- 3 bereavement days
- "3 days bereavement for immediate family
- Days off for community service"
- 3 days paid bereavement
- 3 Personal Days off per year
- Access to fitness facilities, sign on bonus, commissions, bonuses
- Adoption assistance
- Annual bonus program for corporate team members, and both monthly and quarterly bonus program for onsite team members.
- Bereavement - 3 Paid days
- bereavement = 3 days, Shop Bonus for 95+ shop scores and 100+ shop scores
- Bereavement 1 to 3 days for immediate family member
- Bereavement for close family members 3 days per year, jury duty 2 days
- bereavement paid time off
- Bereavement Policy: Three (3) full days for an immediate family member. One (1) day for an extended family member. Sign on Bonuses paid in 60 days. We also offer incentive and referral bonuses.
- Bereavement time, paid parental leave is applicable to adoption and fosters, as well as, birth, annual monetary incentives.
- Bereavement up to 5 days
- Bereavement, Company vehicle
- Bereavement, jury
- Bereavement-3 days immediate family
- Company offers referral bonuses or sign-on bonuses for certain positions
- EAP program includes 5 Free Mental health sessions, per issue, per year
- Eligible employees may take up to one (1) day with pay in the event of the death of one's own pet within one's own household.
- Employees are eligible for referral bonuses. Community bonus plans are assigned per position.
- Holiday Bonus/YE Bonus based on position
- HSA contributions that range from \$1500 - \$2400/year depending on type of plan.
- In place of health insurance, the company provides a \$100/month help with plans purchased outside of the business.
- n/a
- n/a
- N/A
- n/a



- NA
- Occasionally we have sign on bonuses.
- on call bonuses; production/safety checklist bonuses
- one
- Paid bereavement leave of 2 days for in-state or 3 days for out-of-state; paid jury/witness duty leave; Service Recognition awards; credit union membership; Employee Assistance Program (EAP) for employees and their household members.
- Pet Insurance is offered through Nationwide and can be elected or terminated as needed. All employees enrolled in a PRG's medical plan are eligible for a \$10,000 lifetime maximum benefit for covered infertility services.
- Pet, adoption, fertility
- Regional & Property Managers- year-end 2% overall rent increase bonus, if met.
- sign on bonus, wellness benefit, pto donation program
- Sign on bonuses
- sign on bonuses
- sign on bonuses are offered for some positions, especially when they are difficult to fill
- Sign on bonuses are provided for hard to fill positions. We offer relocation assistance to those looking to move within the company
- Sign on bonuses as needed. Paid paternity leave benefits extend to adoption, surrogacy, etc.
- sign on bonuses for certain job positions
- sign on bonuses have been implemented this year ranging from \$500-\$1000
- Sign on bonuses sometimes, paid 8 hours volunteer day each year
- Sign on bonuses, referral bonuses
- Sign on bonuses. Financial Wellness. Teledoc to all employees (FT & PT). AFLAC
- Sign-on bonus of \$1,000-\$2,000 depending on position
- Sign-on bonuses vary by property
- Tenure bonus for employees starting at 5 years with compensation up to \$2,500 per year. Amount is based on how long you've been with the company.
- Tuition reimbursement, Sabbatical leave, Education Loan Payment, Identity Theft
- we buy lunch 1X a week
- We have been known to pay nice Inclement weather bonuses. COVID bonuses, A few sign on bonuses, but not the norm.
- We have monthly employee appreciation where we either provide free lunches, gift cards, branded apparel/items, and All Team Day at Boars Head Resort.
- We offer 5 days of bereavement, and 2 of those days can be used for pet bereavement. Sign-on bonuses for specific roles as needed. We offer spot bonuses for certain things like property refinances.
- We offer a \$1K sign on bonus to be paid out after 90 days of employment.
- We offer a monthly occupancy bonus from \$0-\$500 monthly. If Occupancy is 100% - bonus is \$500. If occupancy is 95% - occupancy is \$250, etc. No bonus if occupancy is at 90% or below.
- We offer adoption assistance and a gift fund to assist employees with a hardship
- We offer adoption reimbursement
- we offer bereavement, adoption assistance, referral bonuses, tuition reimbursement, EAP, cell phone allowance, on call bonuses
- We offer supplemental insurance through Allstate



Please describe any incentives your company offers to recruit new on-site employees:

- 1,000
- \$1,000 bonus for referring someone who is hired.
- \$1,000 referral bonus
- \$1,000 Sign-On Bonuses
- \$1000 sign on bonus
- \$1000-\$4000 sign on bonuses paid after 30 days, must repay if separated in first 12 months of employment.
- \$1500 employee referral bonus
- \$250 Employee referral bonus
- \$300 referral
- \$40 gym membership reimbursement and on-site gym at corporate office, "Dress For Your Day" at corporate office, 11 holidays and 1 floating holiday per year. Annual All Employee Meeting with overnight stay at hotel
- \$500 referral bonus
- "\$500 sign on bonus after 30 days + another \$500 after 90 days
-
- We also have a \$1,500 referral bonus (\$500 paid after 90 days and \$1,000 paid after one year)
-
- We also provide all employees a retention bonus:
- 1 year = \$500
- 2 year = \$750
- 3 year = \$1,000
- 5 year = \$1,500
- 7 year = \$1,750
- 9 year = \$2,000
- 11 year = \$2,500
- 13 year = \$2,500"
- Bonuses for receiving positive reviews.
- Depending on the market, we have offered sign on bonuses.
- employee referral bonuses, sign-on bonuses of varying amounts for hard-to-fill positions in select locations based on budget availability
- Employee referrals, temp agency fees
- Friendly environment and personalized training.
- in the summer we advertise free use of pool and fitness center at the property where they would be working.
- n/a
- n/a
- n/a
- N/A
- na
- None
- Occasionally we have sign on bonuses.
- Our organization often offers referral bonuses to existing team members for referring a new team member to the company.



- Recently we have offered a \$2,000 sign-on bonus to be received in 2 payments. Half is given when starting, the other is after 6 months.
- Recruiting referral bonuses are paid in stages after the new hire reaches time milestones.
- Referral bonus of \$2,000: \$1,000 after 3 months of employment, and \$1,000 after 6 months of employment.
- referral bonus of \$750 after employee completes 90 days of employment.
- Referral bonus of up to \$1,500 per referral
- "Referral bonus program of \$500 after 90 days of employment from the new, referred employee.
- For the maintenance team, we have a signing bonus program of \$1000, with \$500 paid out after 90 days of employment and the additional \$500 after 180 days of employment."
- Referral bonuses up to 1k for onsite team members with the payout after 90 days of successful employment.
- referral program, sign on bonus
- Rent Discount
- Sign on bonus
- sign on bonus
- sign on bonuses
- sign on bonuses
- sign on bonuses
- Sign on bonuses for key hard to fill positions around \$1000
- Signing bonuses up to \$5000 depending on our need. Also referral bonuses averaging \$1000
- Sign-on bonuses, Referral Bonuses
- Sometimes we offer signing bonuses to be paid after a certain length of successful employment such as 90 days.
- We have almost no turnover. We believe in autonomy and respect. We have found that it is very important to understand what motivates an employee and strive to provide the environment that gives them what they need. Not everyone is motivated by money.
- We have an in-house recruiting team that frequently hosts Job Fairs in the target market. We also have an Employee Referral Program that pays \$1,000 Referral Bonus. We participate in a Summer Intern Program, work with Project Destined and are kicking off a partnership with Shelters to Shutters (Entryway Talent).
- We have referral and sign on bonuses.
- We offer a \$1000.00 employee referral program.
- We offer a \$250 incentive for recruiting another employee that stays past 60 days.
- We offer a \$500 employee referral bonus to employees that refer someone that is hired.
- We offer a \$500 referral bonus to be paid after 90 days with the company.
- We offer free virtual therapy through Talkspace, a free nutrition program via our health insurance, rent discounts, and comprehensive health coverage with the company covering up to 70% of premiums.
- We offer referral bonuses to any employee who refers a new hire and they stay for 60 days.
- we offer sign on bonuses
- We provide a \$500 employee referral bonus if candidate is hired.
- We used to give only 5 days vacation initially, we have increased that to two weeks.

Appendix: Survey

	General
Multiple Choice	Please select all regions that you have properties within.
Multiple Choice	How many apartment communities does your company own and/or manage?
Multiple Choice	How many units does your company own and/or manage?
Multiple Choice	How many full-time employees does your company have?
	Salary / Hourly
Multiple Choice	Regionals: What is the annual salary or hourly rate range that applies for each position within your company?
Multiple Choice	Onsite: What is the annual salary or hourly rate range that applies for each position within your company?
	Bonuses and Leasing Commissions
Multiple Select	Which of the following incentives do you offer your on-site teams?
Multiple Choice	What was the average bonus paid last year for on-site employees (as a percentage of annual compensation)?
Multiple Select	Which of the following do you pay a percentage of the transaction?
Multiple Select	Which of the following do you pay a fixed amount?
Multiple Choice	If leasing commissions are paid as a percentage of rent, what is the average?
Multiple Choice	If leasing commissions are a flat amount, what is the average?
Multiple Choice	If lease renewal commissions are a percentage of rent, what is the average?
Multiple Choice	If lease renewal commissions a flat amount, what is the average?
Open End	Please share any information about your company's salaries, bonuses, and leasing incentives:
	Insurance Coverage Offered
Multiple Choice	What types of insurance coverage are offered to on-site employees, and if offered, what percentage of the cost is paid for by the company?
Yes/No	Which of the following does your company offer on-site employees?
Multiple Choice	What is the waiting period after being hired for health insurance benefits to begin?
Yes/No	Has your company increased on-site employee deductibles in the last three years?
Yes/No	Has your company reduced the level or kinds of coverage for on-site employees in the last three years?
Open End	Please share any information about your company's insurance programs:
	Pension Plan, Profit Sharing, Stock Plans
Yes/No	Which of the following does your company offer to on-site employees?
Multiple Choice	If your company offers a 401k program for on-site employees, what is the company's matching percentage?
Multiple Choice	If your company offers a 401k program for on-site employees, what is the waiting period before the employee can participate?
Open End	Please share any information about pensions, profit sharing, and stock plans:
	Housing Allowance / Discount
Multiple Select	What housing allowances / discounts does your company offer to on-site employees? If the amounts vary by position, select all that apply.
Open End	Please share any additional information about your company's housing allowances:
	Personal Time Off and Paid Holidays
Multiple Choice	How much Personal Time Off is given to on-site employees?
Multiple Choice	What is the waiting period before a new employee can take PTO?
Multiple Choice	How much Personal Time Off time can an on-site employee carry forward each year?
Yes/No	Does your company offer vacation days and sick days instead of combined PTO?
Multiple Choice	How many paid holidays are given to employees annually?
Multiple Select	What paid national holidays does your company offer?
Yes/No	Does your company offer VTO (Volunteer Days Off)?
Open End	If yes, how many VTO days/hours off do you offer?
Open End	Please share any additional information about PTO and paid holidays:
	Leave of Absence
Multiple Choice	Which of the following applies to your company's leave of absence policy for on-site employees?
Multiple Select	If leave benefits exceed the requirements of FMLA or LOA, select all that apply for on-site employees?
Open End	Please share any additional information about your company's leave of absence policies:
	Commuting, Cell Phone and Auto Expenses
Yes/No	Does your company offer the following benefits to on-site employees?
Open End	If you offer flextime schedules, please share any details:



Open End	Please share any additional information about your company's expense allowances / reimbursement policies:
	Education and Industry Events
Yes/No	Does your company pay, or reimburse, for the following for on-site employees?
Open End	Please share any additional information about your company's policies regarding education and industry events:
	Performance Evaluations
Yes/No	Does your company offer the following for on-site employees annually?
Multiple Choice	What has the average salary/hourly wage increase for on-site employees been this year?
Open End	Please share any additional information about your company's performance evaluation programs:
	Other Benefits
Open End	Please share information on any other benefits your company provides (such as caregiver benefits; pet bereavement; adoption, fertility and/or surrogacy benefits; annual monetary Incentives; sign-on bonuses):
Open End	Please describe any incentives your company offers to recruit new on-site employees:
	Employee Turnover, Staffing Shortages
Multiple Choice	What is your company's estimated annualized employee turnover rate for this year?
Multiple Choice	How does your company's annualized employee turnover rate this year compare to last year?
Multiple Select	Which of the following on-site positions currently have higher-than-desired position openings? Select all that apply.
Yes/No	Due to staffing challenges the industry has been facing, has your company invested in new technologies to reduce work burdens on on-site staff, or even to replace position (for example, some have eliminated bookkeepers due to technologies available)?
Open End	If investing in new technologies to reduce workload or replace positions, please share examples:
	The Employee Profit Chain
	How much do you agree with each of the following statements? [Five-point agreement rating scale]
Five-Point Agreement	Employee engagement positively impacts employee turnover
Five-Point Agreement	Employee turnover has a negative financial impact on property performance
Five-Point Agreement	Employee turnover negatively impacts resident satisfaction
Five-Point Agreement	Resident satisfaction impacts resident turnover
Five-Point Agreement	Resident turnover has a negative financial impact on property performance
Five-Point Agreement	Employee engagement impacts property performance
Five-Point Agreement	Employee engagement impacts a property's reputation
	Closing
Open End	If you have questions or comments and would like to be contacted, please enter your contact information below. None of this information will be included in the survey summary report provided by Swift Bunny.
Open End	Please enter your name and email address if you want to be entered in the gift card incentive drawing:

Source: Swift Bunny Compensation and Benefits Survey (www.SwiftBunny.com)