



THE STRATEGIC IMPACT of Team Member Engagement, Development and Inclusive Spaces

NAAHQ.ORG

[Diversity, Equity & Inclusion | National Apartment Association](#)



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Resource Overview

Providing equal opportunities for team members is not only a legal and ethical responsibility, but also a strategic business decision that can foster market expansion and enhance community engagement. By cultivating inclusive environments and upholding fair housing standards, rental housing providers can mitigate risks, elevate their brand reputation and improve resident satisfaction, while supporting the development of more equitable and diverse communities.

Moxie Consultants (2024)

Guiding Definitions

DIVERSITY

WE VALUE AND ACKNOWLEDGE OUR DIFFERENCES.

Diversity encompasses a range of visible traits (such as color, gender, age, ethnicity and visible disabilities) and invisible traits (like socioeconomic status, mental health and religion). It is critical to understand that people embody diversity through various aspects of their identities, rather than being inherently diverse, as conflating the two can lead to tokenism and superficial representation.

EQUITY

WE SEEK TO PROVIDE INDIVIDUALS WITH THE RESOURCES NEEDED FOR PARTICIPATION.

Equity involves offering the necessary resources for everyone to access the same opportunities. While "equality" implies uniform distribution, "equity" focuses on fairness and tailoring resources to ensure everyone has a chance to succeed.

INCLUSION

WE EMBRACE THE BACKGROUNDS AND CONTRIBUTIONS OF EVERYONE.

Inclusion means genuinely involving everyone in processes and decision-making, including traditionally marginalized individuals and groups, ensuring everyone feels welcomed, respected and valued.

BELONGING

WE STRIVE TO HAVE EVERYONE FEEL A DEEP CONNECTION IN THE SPACES WE CREATE.

Belonging refers to the deep sense that one is seen, accepted and valued within a group, organization or community. It extends beyond mere attendance; it encompasses fostering a sense of connection and respect, as well as ensuring individuals feel valued.

Moxie Consultants (2024)



Shaping Our Actions and Behaviors

With clear definitions, we apply our principles and adapt our behavior. We can keep these guiding statements at the forefront in our environments and communities.

Diversity: We respect and embrace all the ways we differ.

Equity: We strive to provide people with access to the resources and tools in which they need to participate.

Inclusion: We welcome the backgrounds, perspectives and contributions of all.

Belonging: We promote the feeling of connection in our spaces so people can thrive.

Moxie Consultants (2024)

Industry Demographics

Younger Workforce and High Employee Turnover

46.9 YRS

According to [Data USA](#), in 2023, the **average age** of property, real estate and community association managers reflects a mix of experience, with 65% of managers between the ages of 18 and 39, and 35% of managers ages 40 or older.

33%

Insights from Johanna Gruber in "[5 Ways to Fix the High Multifamily Turnover Rate](#)," reveal the industry has a 33% turnover rate, which is 11% higher than the national average of 22%.

Key factors driving high industry turnover include stress, burnout from the demanding nature of the work, an aging workforce, low job satisfaction and inadequate employee benefits, according to Gruber.

Salary and Job Growth Within Our Industry

\$83,215 USD

The **average annual income** for property, real estate and community managers in 2025 is \$83,215, which is \$15,488 higher than the **national average** of \$67,727 across all industries, according to [\(DATA USA, 2023\)](#)

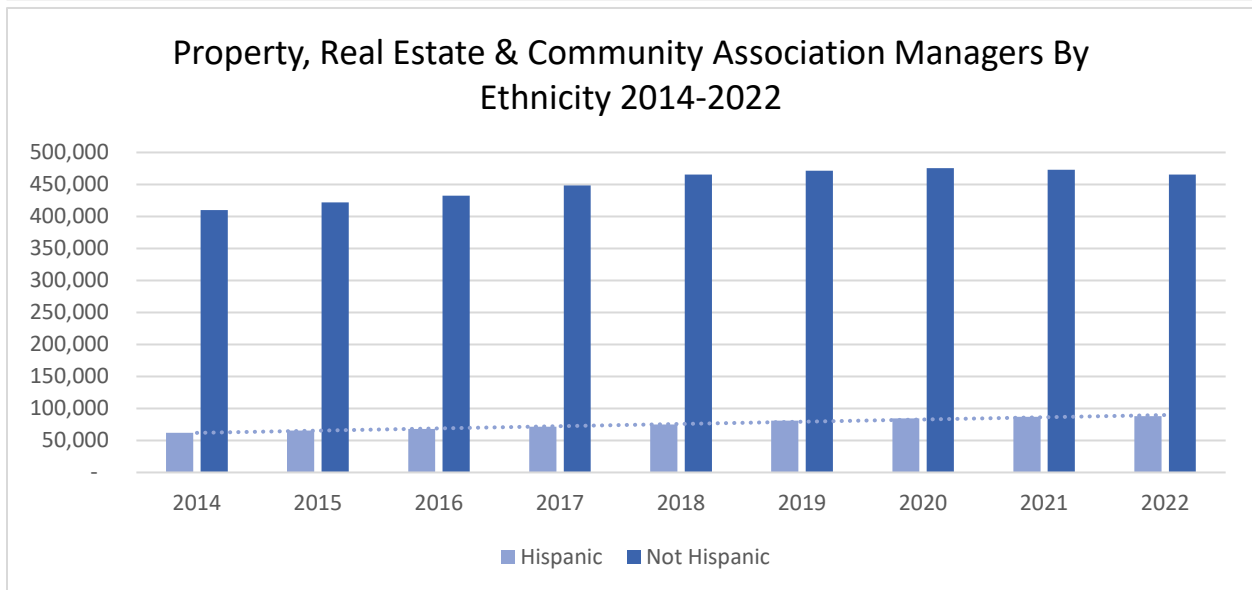
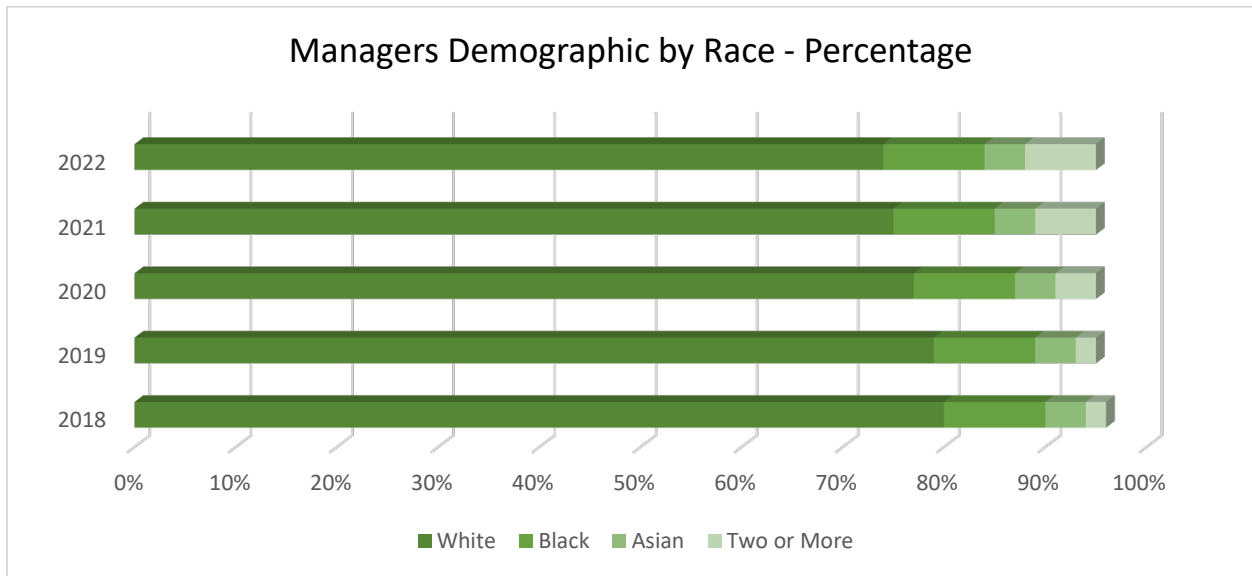
3.23%

Estimated job growth, 10-year projection.

As the industry expands, the graphics below show projected changes in workforce diversity. [\(DATA USA, 2023\)](#)

Management Demographics

As workforce demographics shift, creating an inclusive environment is a necessity. Building strong teams requires acknowledging these shifts and making sure every member feels included within the organization.



Data USA. (2022). Property, real estate, & community association managers.

What Does the Data Mean for Our Industry?

The rental housing industry is encouraged to prioritize team member engagement, development and retention. This approach can help maintain consistent staffing levels and support team members in providing effective customer service to a diverse resident population.

Equal Opportunities are Essential for Sound Business Practices

Equal opportunities for team members are both legal and ethical responsibilities, as well as prudent business strategies that can drive market expansion and positively influence communities.

By establishing inclusive environments and following fair housing principles, rental housing providers may decrease risks, maintain their brand reputation and improve resident satisfaction while supporting the development of more equitable and diverse communities.

Austin Apartment Association. (2024). Embracing diversity, equity, and inclusion in the rental housing industry. Window Magazine, Spring 2024.

https://issuu.com/austinapartmentassociation/docs/spring2024_window_ver5/s/45718774

Strategic Investments in Employee Engagement & Development

Prioritizing employee engagement and development is a strategic move that boosts long-term profitability and innovation in the rental housing sector.

This strategy enables our industry to attract and retain talented professionals, enhance employee satisfaction, effectively serve a diverse population and strengthen its reputation, while simultaneously providing improved financial and operational performance.

Achievers. (n.d.). Diversity and inclusion: Why it matters in the workplace. Achievers. <https://www.achievers.com/blog/diversity-and-inclusion/>



Strong Agreement for DE&I Commitment in the Rental Housing Industry

NAA. (2024, October). NAA DE&I Resources Survey.



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Important for organizations to make DE&I a priority



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My company is committed to DE&I

The NAA DE&I Committee Purpose



ALIGN
Business Case



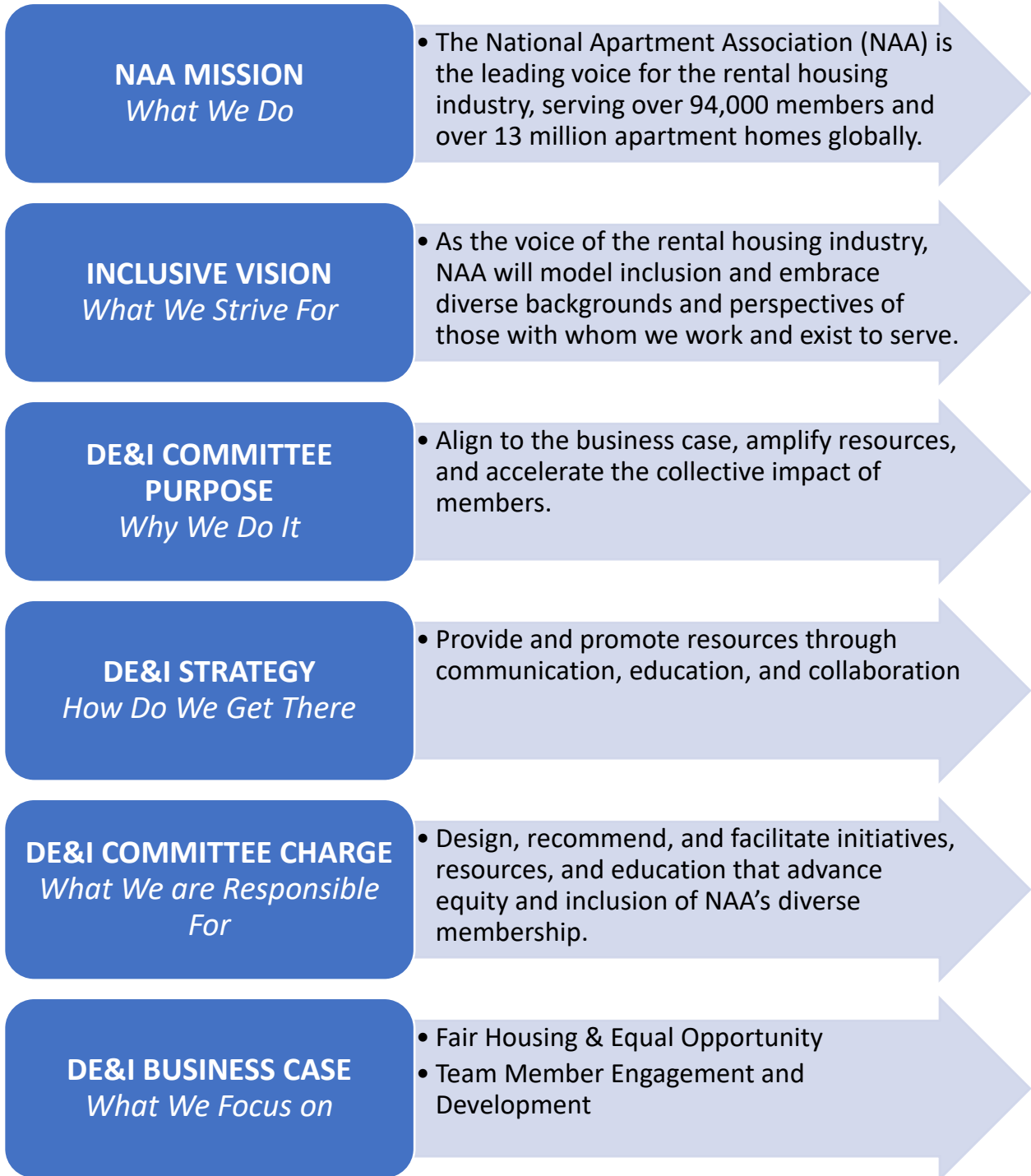
AMPLIFY
NAA Resources



ACCELERATE
Collective Impact

The NAA DE&I Committee Strategic Blueprint

The NAA DE&I Committee engaged in critical conversations with stakeholders and members to gather insights. The Strategic Blueprint integrates industry data, member feedback, business priorities and rental housing industry needs, resulting in a cohesive strategy that creates alignment and accelerates collective impact.





Resources

We encourage all readers to utilize the NAA resources available. Here you will find a range of programs as well as scholarships and grants designed to support the rental housing industry in fostering inclusive environments in their workplaces and in their communities. Join us in enhancing our collective impact on the rental housing industry.

Courses	
	<u>Fair Housing Topics on Visto Course</u>
	<u>Fair Housing Course on Visto</u>
Toolkit	
	<u>NAA Accessible Design and Construction Toolkit</u>
	<u>NAA Emotional Support Animal Toolkit</u>
Programs	
	<u>Diversity Leadership Program (DLP)</u>
	<u>Leadership Lyceum</u>
	<u>NAAEI Alexandra Jackiw DEI Scholarship</u>
RPM Careers	
	<u>RPM Career Development</u>
	<u>RPM Careers Week</u>
	<u>Residential Property Management (RPM) Careers</u>