For the 20th year, our Rewards & Attitudes Survey remains the most comprehensive and thorough survey in the Built Environment & Property sectors.

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**Foreword**

For the 20th year, the RICS Macdonald & Company Rewards & Attitudes Survey remains the industry standard benchmark for employers and professionals working in the built environment, real estate, and property sectors globally. To mark the survey’s 20th anniversary, we have included questions about rewards and motivations, views on market sentiment and talent management issues affecting our sector. We introduced new experience level banding as well as different seniority levels specific to industry and specialisms to benchmark more effectively in 2020.

With bespoke benchmark reporting available as a service for employers, the Executive Summary allows all professionals to view opinions as well as understand shifts in renumeration and attitudes reflecting global hiring trends.

**Rewards**

This year, we are reporting in median values as opposed to average to make data analysis more robust and meaningful going forward. With an incredibly robust confidence level in the 3,461 UK respondents, 37% were based in London, 64% received a salary increase over the last 12 months vs 65% in 2018. 43% of respondents were under 35 years old and of the 64% of professionals who reported receiving a salary increase, the average pay rise was 5.2%. 62% were awarded after their annual pay review, with just 1.3% receiving an increase by finding a new employer or being counter-offered to stay with their current employer (down from 23% last year). 47% of respondents received more than 25 days annual leave and 27% of UK respondents being female (up from 22% last year).

Despite efforts at reducing the pay gap, there appear to be significant differences between females earning an average of £44,737 with £3,587 in bonuses and their male peers earning £53,061 with bonuses of £7,825. However, these figures do not tell the whole story. After further analysis by qualification, years of experience, and seniority, it appears efforts to address the gender pay gap may be yielding results.

Closing the gender pay gap is an issue that cannot be solved overnight. Headway is being made across most sectors of our industry and overall, the pay gap has fallen to 20% and is close to the national average of 18%. As more women are encouraged into the real estate and built environment realm, we expect the pay gap to close further. Each age range has a gender pay gap, ranging from 3.5% to 23% with significant differences above 30 years of age and huge differences in bonuses ranging from 25% – 250% which may be hiding significant discrepancies in renumeration across the country.

**Attitudes**

60% outlined an increase to their bonus as having the most effect in making them more productive at work.

58% of respondents feel valued in their current role, with 19% feeling poorly valued by their employers. After salary, the largest influences on how valued professionals feel are their work/life balance and being appreciated by line managers and colleagues.

49% of those working in the built environment shared that being forced to work weekends makes them most dissatisfied, closely followed by 47% having to work during annual leave.

51% indicated that having the freedom to set their own working hours would make them more productive at work, compared to 60% citing C-level recognition making them more productive.

55% of professionals working in the built environment feel their company offers good job security.

**2019 Outlook**

57% believe their company’s revenue will increase in 2019, and 39% believe 2019 will create more new business opportunities. 34% believe their employer will increase permanent headcount this year, and 33% believe the company will invest in technology this year.

To enquire about benchmark reporting services to inform your talent acquisition and talent management strategies, email RICS19@macdonaldandcompany.com

Peter Moore, MRICS
Chief Executive Officer
Macdonald & Company

**Sean Tompkins, RICS Chief Executive Officer comments:**

“Addressing the needs of the industry of the future, in recent years RICS have used our leadership role to ensure the awareness of surveying and the built environment as an aspirational career path for a diverse audience, and we’re encouraged to see progress in the gender pay gap, as well as RICS professional qualifications being held in high regard in the marketplace.

“RICS Professional qualifications, with our members working to international standards, have once again been seen to command a higher salary. The 2019 Rewards and Benefits Survey shows that attaining skilled workers will likely be harder post Brexit, despite a generally positive outlook for 2019, and the standards that our professionals work to that cross markets will be key.”

“Making the sector an attractive place to work for a wider talent pool will become even more important in future markets, and some sectors have made great progress in reducing the historical pay gaps between male and female colleagues this year. Increasingly we’re seeing something closer to parity for those starting out in their careers. However, we still have a long way to go, and we’re disappointed in the differences across bonus payments. This year, 25% of all newly RICS qualified professionals and almost a third of new enrolments are women, and while this is positive and shows the increasing numbers of women that view the sector as an attractive career, we can all do more. Looking at the areas cited in the survey as increasing work satisfaction for employees across the board, these also are the key areas that promote a diverse workforce – for example flexible working and positive work life balance. Employers would benefit greatly by focussing on these, as with Brexit likely to impact the talent pool, opening up our industry to all is imperative. The future of our industry hinges upon its young leaders.”
Rewards

64% Received a pay rise over last 12 months

38% INCREASE Of 64% receiving a salary increase, average increase was 5.2% – Down from 6.3%

RICS qualification base salary increase vs non-qualified professionals

73% MALE Respondents (down from 78% in 2018)

£50,000 Median Male salary

£48,000 Property Professionals median salary

£41,685 Median Female salary

54% of respondents aged 27-45 years

3,461 UK respondents

*Figures using Median UK Salary & Bonuses
73% Likely / Very likely to move jobs over next 12 months

46% Think their employer has great workplace culture

55% Of employers offer good job security

40% Think new business opportunities will increase in 2019

33% Believe employers will invest in technology

39% Feel they have great office space

34% Will increase permanent headcount (Up from 54% last year)

57% believe revenue will increase in 2019

Primary motivating factors when considering new roles:

Salary, Location, Career Progression
Think Brexit will be positive for themselves: 8%
Believe Brexit will be negative for employers: 39%
Believe Brexit will be positive for their region and their Sector: 9%
Brexit will have a negative impact on activity in their sector: 45%
Believe Brexit will have negative impact on talent availability: 36%
UK Respondent Location Overview
Respondent location corresponds relatively closely with RICS membership geographical distribution.

Years of Experience
A shift in experience levels correlates to a slightly lower median base salary in 2019 vs 2018. Experience ranges were increased this year for more meaningful analysis of specific data groups.

Age Range
Respondent age ranges correlate relatively closely with RICS member age groups and the profile of respondents is younger and relatively less experienced than in previous years.

Time with Current Employer
Employers continue to face challenges to retain and develop top performing talent to boost productivity and company revenue in line with stakeholder expectations and can use this insight to adapt employee engagement strategies to address specific trends outlined here.
Which property asset class(es) are you most commonly involved with?

53% of respondents work in Commercial Property with 27% working in public sector and retail. Respondents were asked which asset class they were most commonly involved in and could select more than one activity.

Employer Turnover (GBP £)

Base Salary Change Over Last 12 Months

Despite Brexit uncertainty and an economic headwind forecast for 2019, 64% of respondents indicated they received a pay rise, just 1% down from 65% in 2018.
Salary by Region

Regional disparity in compensation levels are in line with major infrastructure projects and development activity, with professionals in the Midlands commanding higher salaries than their North West based peers.

% Receiving a Salary Increase

Reason for Salary Increase

6% of professionals received a salary increase after achieving qualification (down from 14% last year) and just 11% by moving to a new role.
Industry Median Base Salary & Increases

Of those who received a base salary increase, salaries rose on average 5.2% over all industries over the last 12 months with significant increases in certain specialisms, down from 6.3% in 2018.

Total Remuneration Overview by Experience

Base salary levels grow with experience as expected, car allowance almost doubles across experience levels whereas use of bonus and incentives awarded increase substantially and are commensurate with experience. Interestingly, it appears LTIPs are only made available to professionals with at least 11 years’ experience in the industry. specialisms, down from 6.3% in 2018.
RICS Qualification
Renumeration
Average RICS Qualified Salary
£48,600
Salary increase vs Non-Qualified professionals £13,600
RICS qualification is clearly rewarding with more qualified professionals earning significantly more by qualification level with total remuneration also 39% higher than non-qualified professionals in 2019.

RICS Membership – Perceived Benefits
RICS Professional accreditation remains the core benefits of RICS membership, with the real world increase in salary, membership brings career advancement, networking opportunities and working to international standards.

RICS Membership Respondent Breakdown
RICS members accounted for 72% of total UK respondents.
Gender Pay Gap

Respondent Gender Overview

Female respondents increased this year from 22% last year reflecting continued efforts to encourage women into our sector with almost 1/3 of RICS new enrolments being female.

Median Base Salary Overview

The gender pay gap is evident however the record high percentage of female respondents this year is encouraging. Analysis by levels, seniority and experience offers different insights as to where progress has been the strongest.

Base Salary Pay Gap - Age Range

More women enter the industry at early ages where the pay gap is relatively small, however this continues to diverge as professionals grow older.

Gender Bonus Gap

Bonuses are consistently lower for female colleagues with some age ranges experiencing dramatic and extremely significant variances in incentive payment amounts.
UK Gender Total Pay Gap by Age

The gender pay gap increases with substantial differences over different ages, particularly when bonuses are taken into consideration. The pay gap in early career stages is less pronounced. Totals do not take regional disparities, qualifications, sector or LTIP into consideration.

### Age Range

- **65+**
  - Male Salary: £55,500.00
  - Female Salary: £24,000.00
  - Pay Gap: £31,500.00
  - Pay Gap %: 59%

- **56-65**
  - Male Salary: £48,000.00
  - Female Salary: £2,000.00
  - Pay Gap: £46,000.00
  - Pay Gap %: 23.2%

- **46-55**
  - Male Salary: £58,000.00
  - Female Salary: £5,000.00
  - Pay Gap: £53,000.00
  - Pay Gap %: 24.7%

- **36-45**
  - Male Salary: £46,000.00
  - Female Salary: £5,000.00
  - Pay Gap: £41,000.00
  - Pay Gap %: 22.5%

- **31-35**
  - Male Salary: £45,000.00
  - Female Salary: £3,000.00
  - Pay Gap: £42,000.00
  - Pay Gap %: 14.2%

- **27-30**
  - Male Salary: £35,000.00
  - Female Salary: £3,000.00
  - Pay Gap: £32,000.00
  - Pay Gap %: 18.4%

- **23-26**
  - Male Salary: £32,000.00
  - Female Salary: £2,000.00
  - Pay Gap: £30,000.00
  - Pay Gap %: 7.7%

- **18-22**
  - Male Salary: £21,250.00
  - Female Salary: £1,000.00
  - Pay Gap: £20,250.00
  - Pay Gap %: 10.6%
Attitudes

Annual Leave Allowance
Annual leave allowance reflects seniority and experience levels with slight variations by sector. Of RICS member respondents, 39% receive 23–25 days, 25% receive 26–28 days and 26% receive more than 28 days annual leave.

Use of Annual Leave
Employers and professionals share responsibility to ensure entitled annual leave is taken. 25% of respondents do not take their full allowance with some professionals taking time off due to high work load/high stress. 5% of RICS members took leave to look after dependants and 3% took leave due to stress/excessive workloads.

What Would Make You More Productive?
60% value C level recognition, 62% value Line Managers recognition. 51% believe being able to set their own hours and 52% believe being able to work from home would increase their productivity.
My Employer:

39% of professionals indicate their employer has great office space with 46% of professionals enjoying their workplace culture and 55% believing their employer offers job security.

How Valued Do You Feel in Your Current Role?

Working in the built environment is rewarding with 58% of respondents and 61% of RICS members feeling valued or very valued in their role feeling valued in their role.

Factors Influencing How Valued Professionals Feel in Their Role

After salary, work life balance and being appreciated by management are the largest influences on how valued professionals feel in their roles.
Factors Influencing Dissatisfaction in Roles

65% cite no line manager recognition as having significant impact on their levels of dissatisfaction. Employee and employer expectations need to be monitored, with having to work outside working hours or working during annual leave having a huge impact on employee dissatisfaction.

Most Influential Factors When Considering a New Role

Salary remains the most influential factor when considering a new role, closely followed by location, career and training/personal development. For RICS members, after salary, location and career progression, the next most influential factor for new roles was quality of work above job security.

How Likely Are You to Move Jobs in The Next 12 Months?

Just 14% of respondents are very likely to move jobs over the next 12 months with 37% likely or very likely to move jobs, up from 34% last year. 68% of RICS members are unlikely/very unlikely to move jobs over the next 12 months and just 11% of RICS members very likely to move jobs.
Sector Outlook & Brexit

Compared to 2018 How Wil Your Company Revenue Change in 2019?

57% of respondents believe their company revenue will increase over 2019 compared to 2018 despite Brexit, a reduced GDP forecast and economic headwinds.

Compared to 2018, How will 2019 Affect The Following Areas of Your Business?

40% of professionals believe 2019 will bring increased new business opportunities and 34% believe their employer will increase permanent headcount and 15% increasing temporary headcount.
Brexit

How Brexit Impacts Your…

Just 8% believe Brexit will be positive for themselves but 39% believe Brexit will be negative for their employer. 49% believe Brexit will be negative for their sector and 46% negative for their region.

How Brexit Impacts…

36% believe Brexit will have a negative effect on skilled talent availability and just 8% think Brexit will help skilled talent availability. 34% believe Brexit will have a negative impact on hiring at their employer and 32% believe sector investment from Europe will decrease whereas 48% believe European transaction speed will be slower.

Overall Weighted Score = 2.57
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About Macdonald & Company
Macdonald & Company is the leading professional recruitment consultancy for real estate and the built environment sectors. Established in 1994 and headquartered in the UK, we apply local knowledge with true global connection through offices in Asia-Pacific, the Middle East and Africa.

The preferred recruitment partner of RICS - the Royal Institution of Chartered Surveyors, specialist teams act for every class of organisation owning, occupying, financing or advising on property, construction and engineering - developers, investors, institutions, funds, banks, consultancies and contractors.
Macdonald & Company is a subsidiary of the London Stock Exchange quoted Prime People Plc.

About RICS
RICS promotes and enforces the highest professional qualifications and standards in the valuation, development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards - bringing confidence to markets and effecting positive change in the built and natural environments.