

INNECTO

SURVEY ROUNDTABLE

Project Management Engineering
and Technical Roles Survey

5th February 2026



AGENDA



SURVEY
HEADLINES



BUDGETS &
PREDICTIONS



BASE PAY
MOVEMENTS



BASE PAY
PREMIUMS



TOTAL
REWARD

PARTICIPANTS



SURVEY HEADLINES

6.6%

Same incumbent salary movement
(i.e., matched to the same role) as last year
(4.0% in 2024)

2.1%

London Premium vs. National
The average difference between London and
National (excl. London) median base pay (4.4%
in 2024)

Top Salary Movement by Function

Planning 9.0%

Commercial Management 8.9%

Digital 8.4%

Building Surveyor 8.3%

Top Salary Movement by Survey Role

Apprentice 11.3%

Senior Leadership/Directors 7.1%

Junior Professional / Team Lead 7.0%

Qualified Professional / Supervisor 6.8%

2025 BUDGETS & 2026 PREDICTIONS

	Lower Quartile	Median	Upper Quartile
2025 Actuals	2.5%	3.0%	3.5%
2026 Predictions	3.0%	3.4%	3.5%

Organisations are anticipating slightly higher budgeted awards in 2026.

External market practice, Economic factors and **Organisation-wide results** remain the key drivers for salary increases among all participating organisations.

While Organisational wide results have shifted more towards having a 'moderate impact' compared to last year, the impact of Economic factors has strengthened with more rating it as a 'strong impact'.

The impact of Line manager discretion has also increased since last year, with 50% of organisations citing it as a moderate impact and 30% as a strong impact.

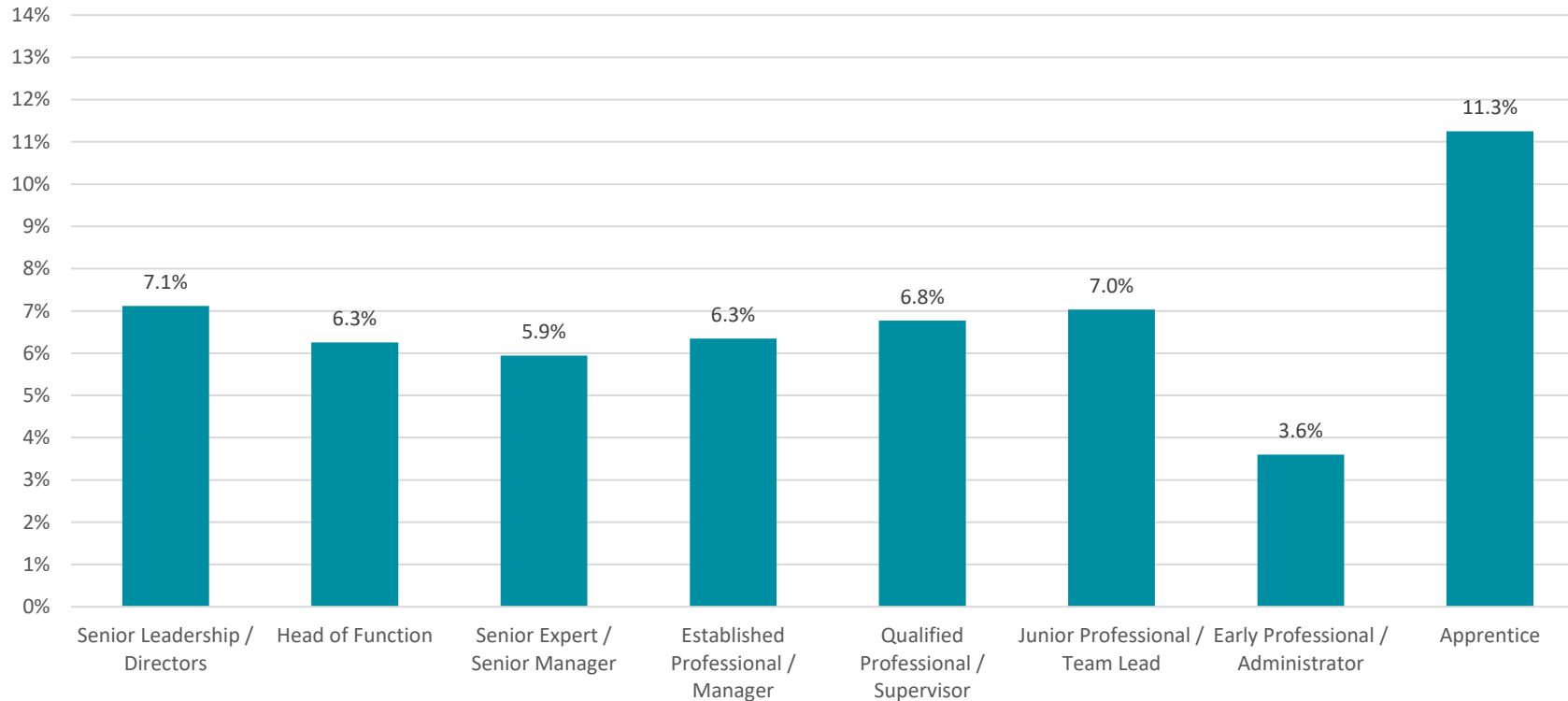
Factors impacting on salary increases	No impact	Moderate impact	Strong impact
External market practice	0% (14%)	50% (50%)	50% (36%)
Economic factors (e.g. inflation)	0% (0%)	60% (72%)	40% (28%)
Organisation wide results	0% (7%)	80% (35%)	20% (58%)
Business unit/department results	60% (49%)	40% (44%)	0% (7%)
Team results	80% (65%)	20% (28%)	0% (7%)
Employee's individual performance	10% (14%)	50% (49%)	40% (37%)
Line manager discretion	20% (58%)	50% (21%)	30% (21%)

* () = 2024 figures

BASE PAY MOVEMENTS

BY SURVEY LEVEL

Average Pay Movement 2025 (same incumbent)



N.B. due to insufficient data availability, we cannot report a result for Executive Leader level.

Highest average pay movements:

Apprentice +11.3%,
Senior Leadership/Directors +7.1%
Junior Professional/Team Lead +7.0%.

Lowest average pay movements:

Early Professional/Administrator +3.6%,
Senior Expert/Senior Manager +5.9%

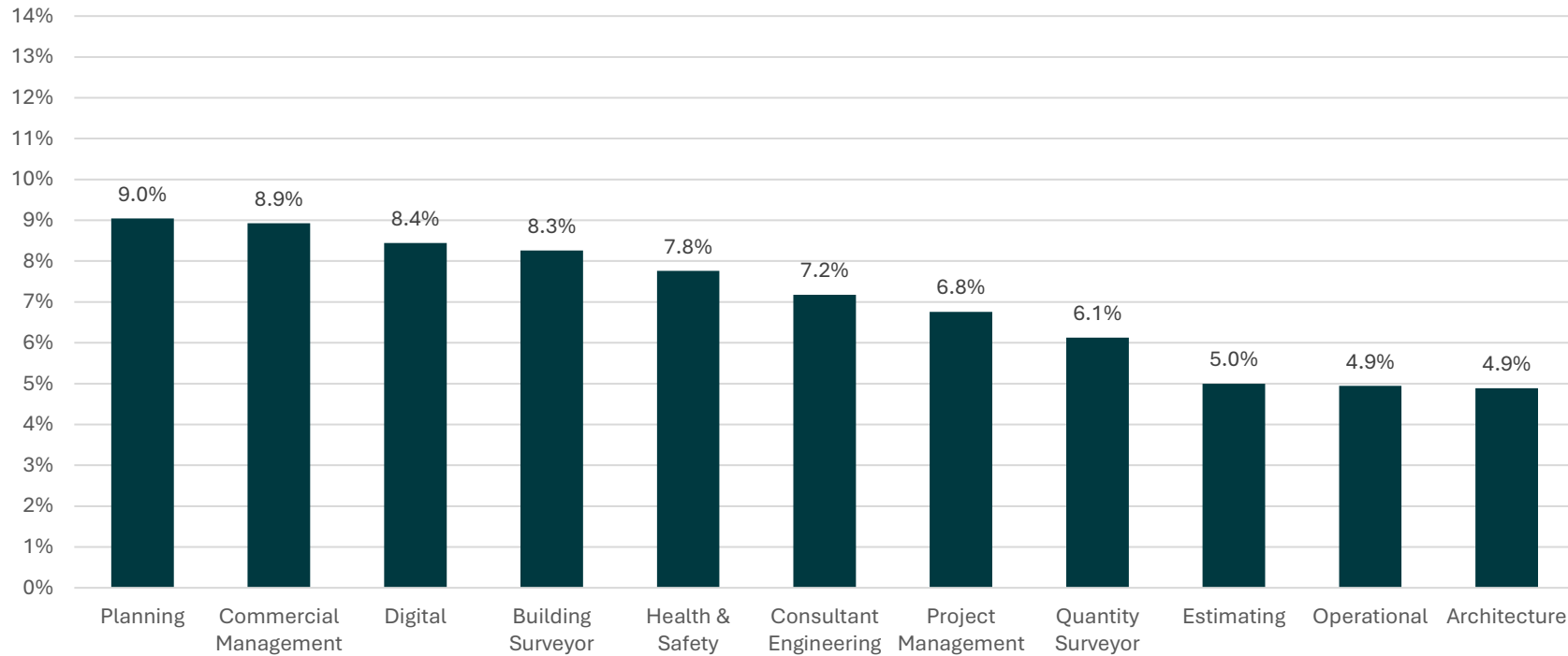
Pay movement has been fairly consistent from Junior Professional/Team Lead up to Senior Leadership/Directors.

Overall average pay movement is 6.6%.

BASE PAY MOVEMENTS

BY SURVEY FUNCTION

Average Pay Movement by Function



Highest average pay movements:

Planning +9.0%,
Commercial Management +8.9%
Digital +8.4%.

Lowest average pay movements:

Architecture +4.9%,
Operational +4.9%
Estimating +5.0%.

BASE PAY MOVEMENTS

BY SURVEY DISCIPLINE

Discipline	Avg Movement 2025	Avg Movement 2024	Change
Civil	9.4%	2.8%	6.6%
Design	4.7%	6.2%	-1.5%
Electrical	8.0%	4.6%	3.4%
Environment	6.9%	5.4%	1.5%
Mechanical	5.6%	6.2%	-0.6%
Project	5.4%	5.8%	-0.4%
Systems	4.5%	3.1%	1.4%

Highlights

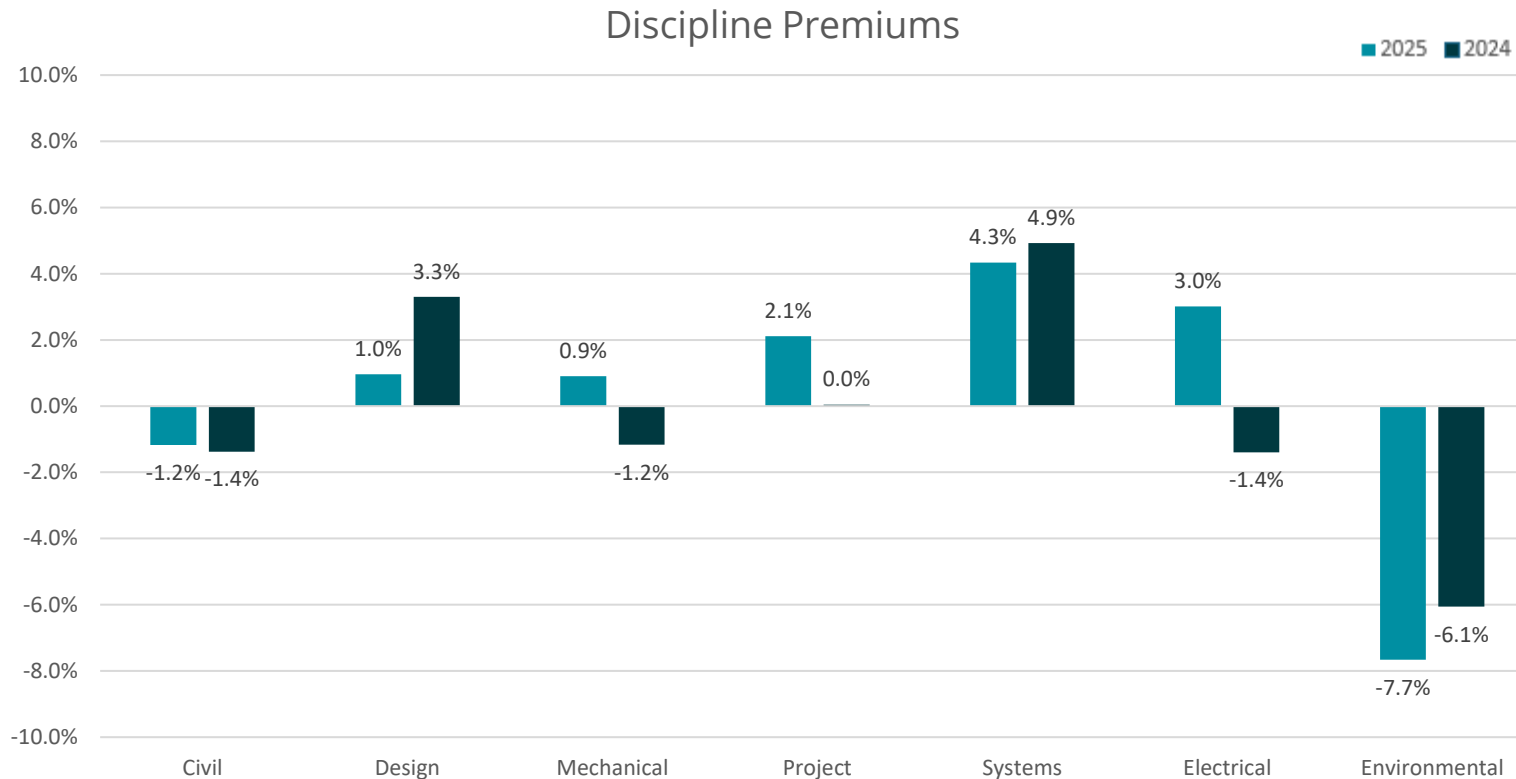
The highest average pay movements are seen in the **Civil** and **Electrical** disciplines.

Systems and Design have experienced the slowest growth in average pay movement.

Design, Mechanical and **Project** disciplines have all experienced a reduction in movement since last year.

BASE PAY PREMIUMS

BY DISCIPLINE



Highlights

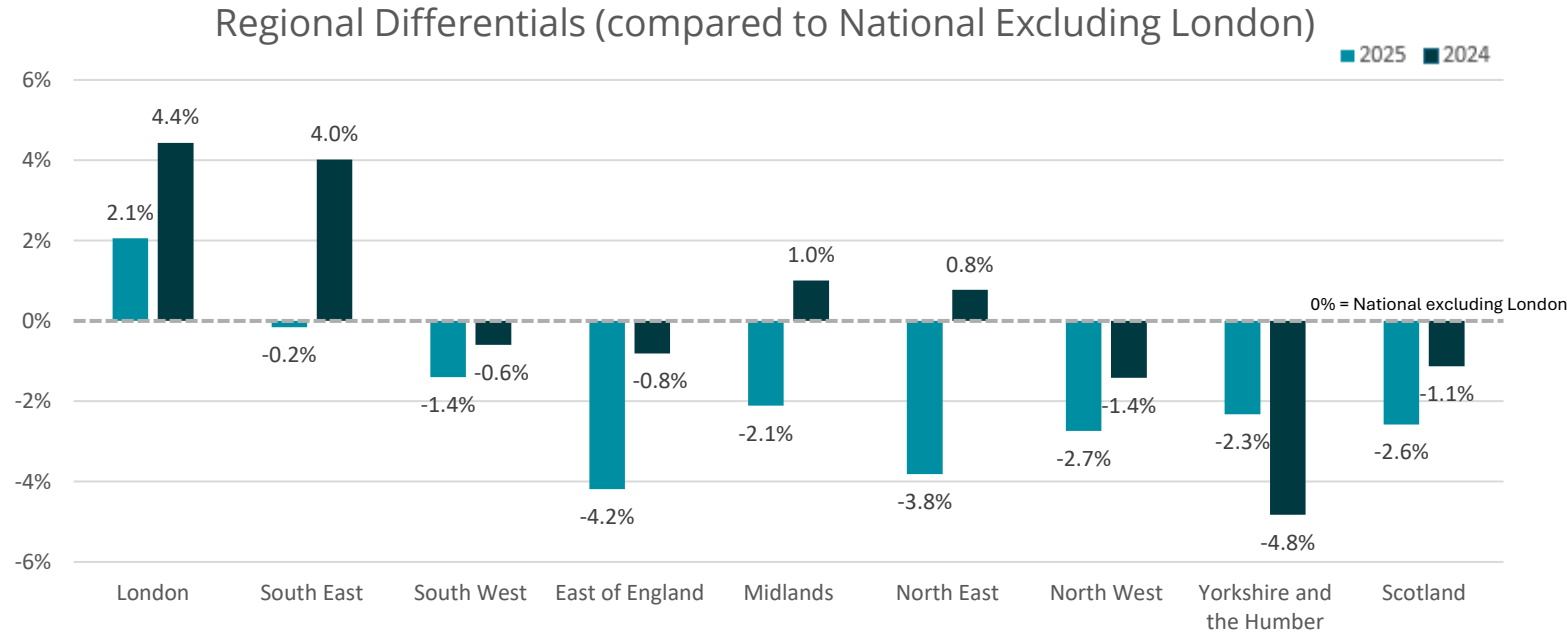
The discipline with the largest pay premium is still **Systems**, though it has dropped by 0.6 percentage points compared to last year's findings.

Mechanical and **Electrical** report pay premiums this year, of 0.9% and 3.0% respectively.

Design held the second-highest pay premium last year but has seen a decrease of 2.3 percentage points this year.

BASE PAY PREMIUMS

BY REGION



Highlights

The **London** premium declined by 2.3 percentage points compared to last year, the third consecutive annual decrease.

The **East of England** and the **North-East** see the largest pay difference compared to National excluding London.

Pay differentials have switched for South East, Midlands and North East since last year, with all now reporting a differential below National Excluding London.

In all other regions, bar Yorkshire and the Humber, pay differentials have widened.

TOTAL REWARD

BONUS

Level	2025 Median	2024 Median
Senior Leadership / Directors	£29,674	£28,684
Head of Function	£21,511	£20,582
Senior Expert / Senior Manager	£8,000	£7,500
Established Professional / Manager	£2,458	£2,500
Qualified Professional / Supervisor	£1,500	£1,722
Junior Professional / Team Lead	£1,710	£1,695
Early Professional / Administrator	£1,320	£1,252
Apprentice	£914	£907

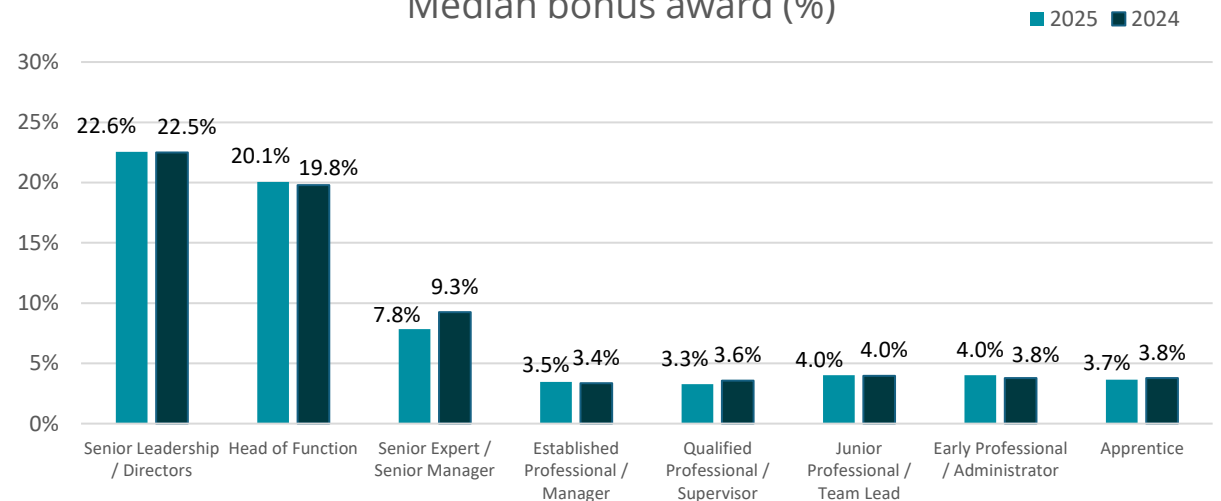
N.B. due to insufficient data availability, we cannot report a result for Executive Leader level.

100% of participating organisations operate an annual bonus plan

40% of organisations provide an annual bonus plan for all employees,
30% offer one to some employees, and

30% offer an annual bonus plan only to senior management/executives

Median bonus award (%)

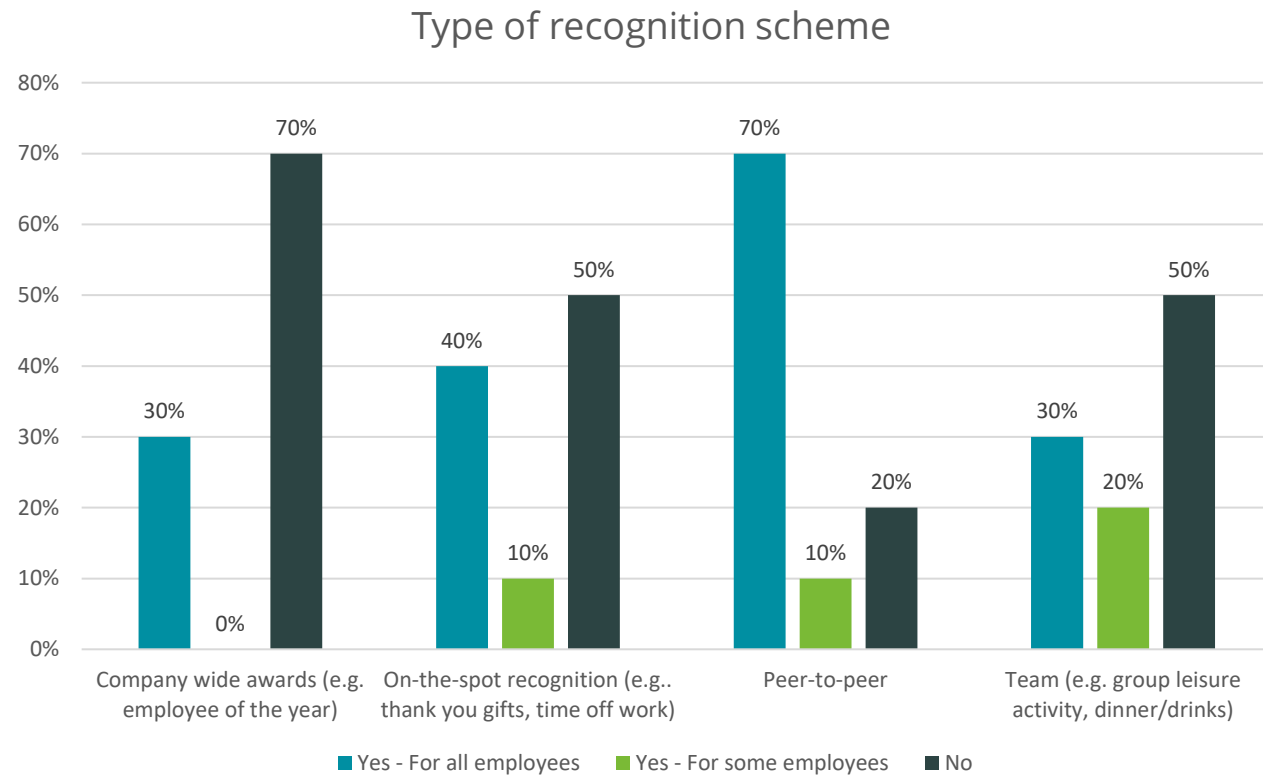


When bonuses are compared with the same incumbents matched to the same roles as last year, bonus awards remain relatively stable.

Median bonus % is consistent across levels from Apprentice up to Established professional, typically being between 3.5%-4.5%.

TOTAL REWARD

RECOGNITION



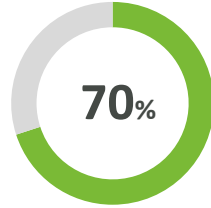
100% of participating organisations offer a formal recognition scheme

Annual Recognition Budget	% of Orgs
Between £200 and £500 per employee	13%
Between £50 and £200 per employee	25%
Less than £50 per employee	38%
Other	25%

TOTAL REWARD

BENEFITS & ALLOWANCES

Type of benefit	% of Orgs
Employee Assistance Programme	100%
Enhanced Maternity/Paternity Leave	100%
Give-As-You-Earn/Payroll Giving	100%
Health Screening (as a stand-alone benefit)	100%
Leave for Military/Reserve Activities	100%
Subscriptions (Professional Bodies)	100%
Cycle to Work Scheme	90%
Funding for education/professional qualifications	90%
Study Leave	90%
Childcare vouchers	80%
Healthcare Cash Plans	80%
Resilience/Mental Health Awareness Training	80%
Sabbaticals (unpaid)	80%
Time off for Voluntary Work	80%
Eye Care Vouchers	80%
Formal Coaching/Mentoring Schemes	70%
Income Protection/PHI	70%
Retail/Leisure Vouchers	70%
Season Ticket Loan	70%



At least **70%** of organisations offered these benefits to some employees in 2025

Risen in prevalence:
 Health screening
 Resilience/mental health training
 Healthcare Cash Plan
 Dental Cover (60%)
 Wellness Event/Days (60%)

Allowances Provided	
Car allowance	Secondment allowance
Fixed allowance	Shift allowance
Flexible benefits allowance	Standby Allowance
London allowance	Unsocial hours allowance

	LQ	Median	UQ
Allowances	£2,500	£2,500	£3,228
Car allowance	£5,250	£6,000	£6,000

29% of incumbents received at least one allowance
50% of participating organisations offer at least one allowance (excl. car allowance)
75% of participating organisations provide a car allowance

INNECTO

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