



# Salary and Market Trends Survey

## 2018

APM research report

THE **CHARTERED BODY** FOR  
THE **PROJECT PROFESSION**

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# Introduction

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## **Welcome to the APM Salary and Market Trends Survey 2018.**

Now in its fourth year, the survey continues to build a clear picture of the profession and provides a fascinating snapshot into future trends.

Thank you to everyone who responded and to our sponsor, Wellington Project Management.

Projects are the vehicle for economic growth in this country and worldwide, so our ability to deliver them well is critical to our future prosperity. With the launch in May of our Register of Chartered Project Professionals and a major programme of research and thought leadership, APM is in the vanguard of key developments for the profession.

Looking at the survey results, it is excellent to see the positive backing respondents give to the growth of their profession and anticipation of the impact Chartered Project Professionals will have on their profession's status.

With a net 60 per cent of respondents believing the future of the profession will be enhanced by 2030 and 69 per cent of respondents believing the advent of the chartered standard will see an increase in the perception of project management; there is a clear sense of optimism in this report's findings.

As a chartered body, one of our key objectives is to raise awareness of the profession and to encourage more people to consider it as a career, especially now as a first choice, so it is encouraging to see a six per cent rise in those who have just started out in the profession.

As a profession we still have our challenges. The gender wage gap remains at 30 per cent and the impact of mega-trends such as digital will require us to adapt and change in how we operate. There is still much work to be done.

Overall, the future looks positive with 66 per cent expecting pay rises and growth across their organisations despite a more challenging external economic picture; the benefits of being part of such a thriving profession are evident.



**John McGlynn**  
APM chair

## Summary

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**Once again this is one of the largest surveys of its kind for our industry and provides an important reference for all of us.**

And the headlines? Average salary is £47,500 and average contractor day rate is £450. Interestingly two-thirds of respondents believe their income will increase over the next 12 months although one third are likely to change employer. A very positive outlook does run through much of the data with half of respondents stated that their organisation is growing and looking to recruit with 42 per cent backing this up further by saying the economic prospects in relation to their own company are excellent or good. When asked for a similar appraisal of the wider UK economy this sense of optimism does shrink down to 24 per cent.

Finally, the most important skill for a project practitioner? Stakeholder management and communication came top of the list. After all, its people and great teamwork that deliver projects. We haven't been replaced by robots...not yet anyway.



**Vince Hines**  
Managing director  
Wellingtone PPM Intelligence

**Wellingtone**  
PPM Intelligence >

# About the survey

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**This is the fourth annual Salary and Market Trends Survey run by APM. Since its launch in 2015 the research has received more than 18,700 responses from the profession, enabling APM to build up a clearer picture of trends and emerging demands.**

The survey was undertaken by YouGov and supported by Wellington Project Management. Respondents to this survey come from across the profession and include both APM and non APM members. The data allows project professionals and employers to benchmark themselves against others in the industry to see how they compare, painting a comprehensive picture of the profession in 2018.

The survey was conducted between December 2017 and February 2018 and received more than 5,000 responses.

For the first time this year, the survey also explores the economic expectations of the profession: what affect respondents expect Brexit will have on their careers and their expectations for their organisations and the economy in the future.



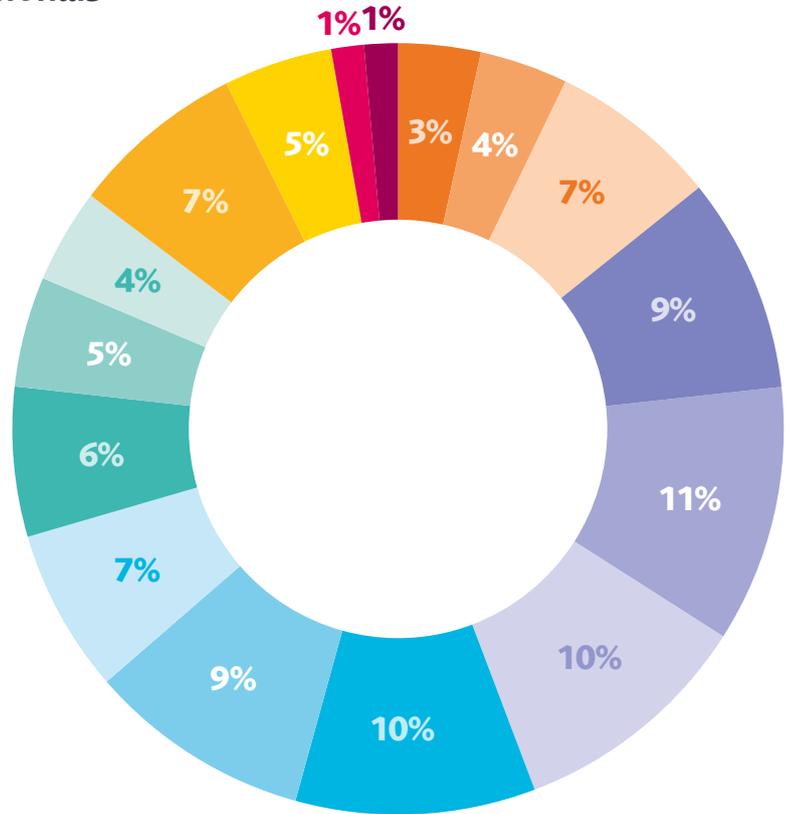
**17%**  
earn over  
**£70k**

**36%** of  
degree holders earn  
**£35k-£49,999**

**27%**  
of those in London  
earn over  
**£70k**

# 1 SALARY

## Average base salary of project professionals



Across the survey, there was evidence of a pinch in wages compared to previous years. Longer contracts of lower value and a marked increase in younger professionals responding to the survey has seen the average salary fall from £50,000 in 2016 to £47,500 in 2018. However, there was a 13 per cent increase in under-35s earning more than £35,000.

Experience remained key. Forty-six per cent of those with two years' experience or fewer reported earning less than £35,000, whereas 28 per cent of respondents with 21 to 30 years in the profession earned more than £70,000.

# 1 SALARY

## Year-on-year

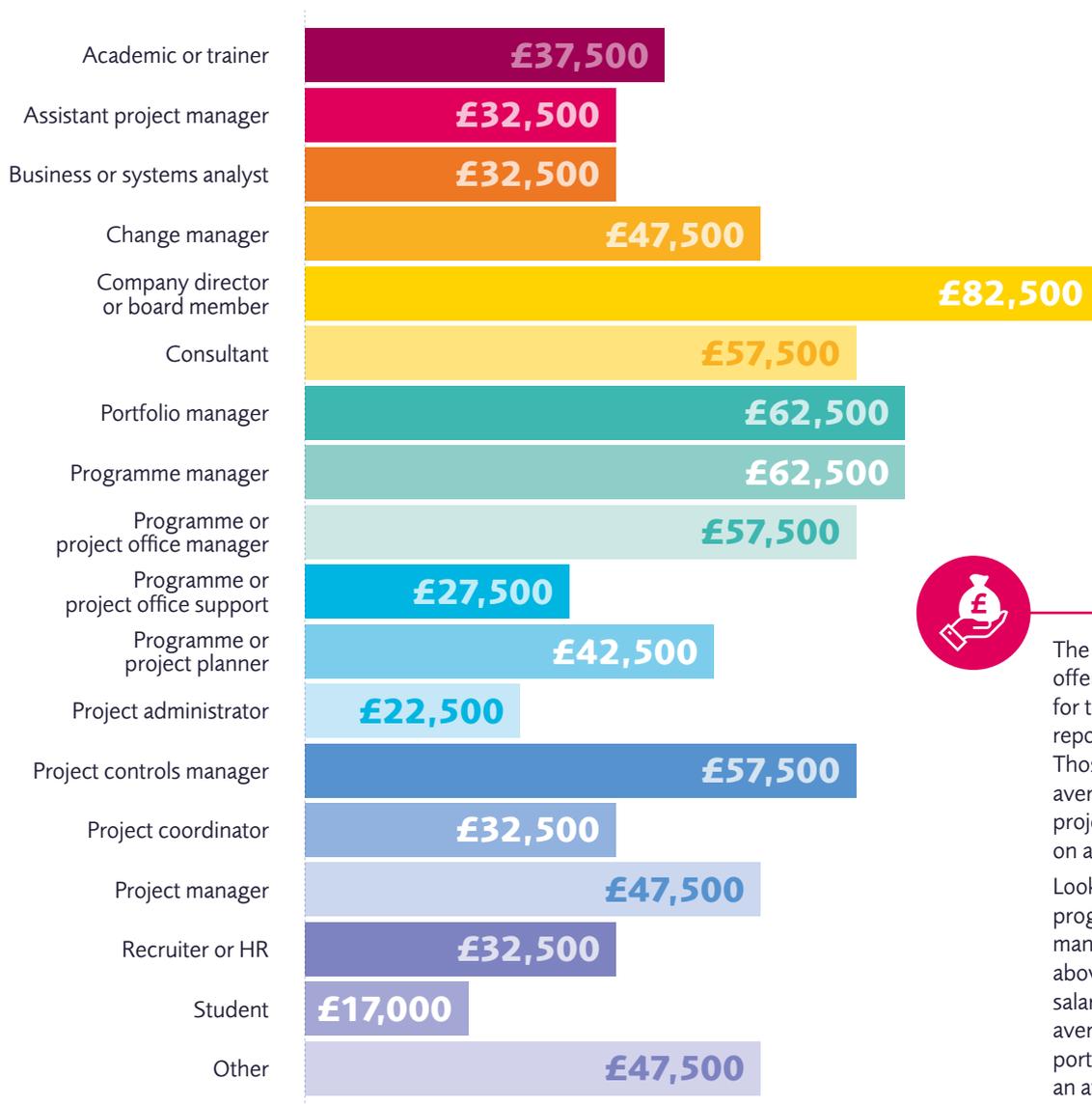


On average, results showed a largely stable income across all roles within the profession. However, where there were changes it highlighted a squeeze in wages. This could be seen in both senior and junior positions. Consultants fared worst, with more earning less than £50,000 compared to 2016.



# 1 SALARY

## Average annual salary by role

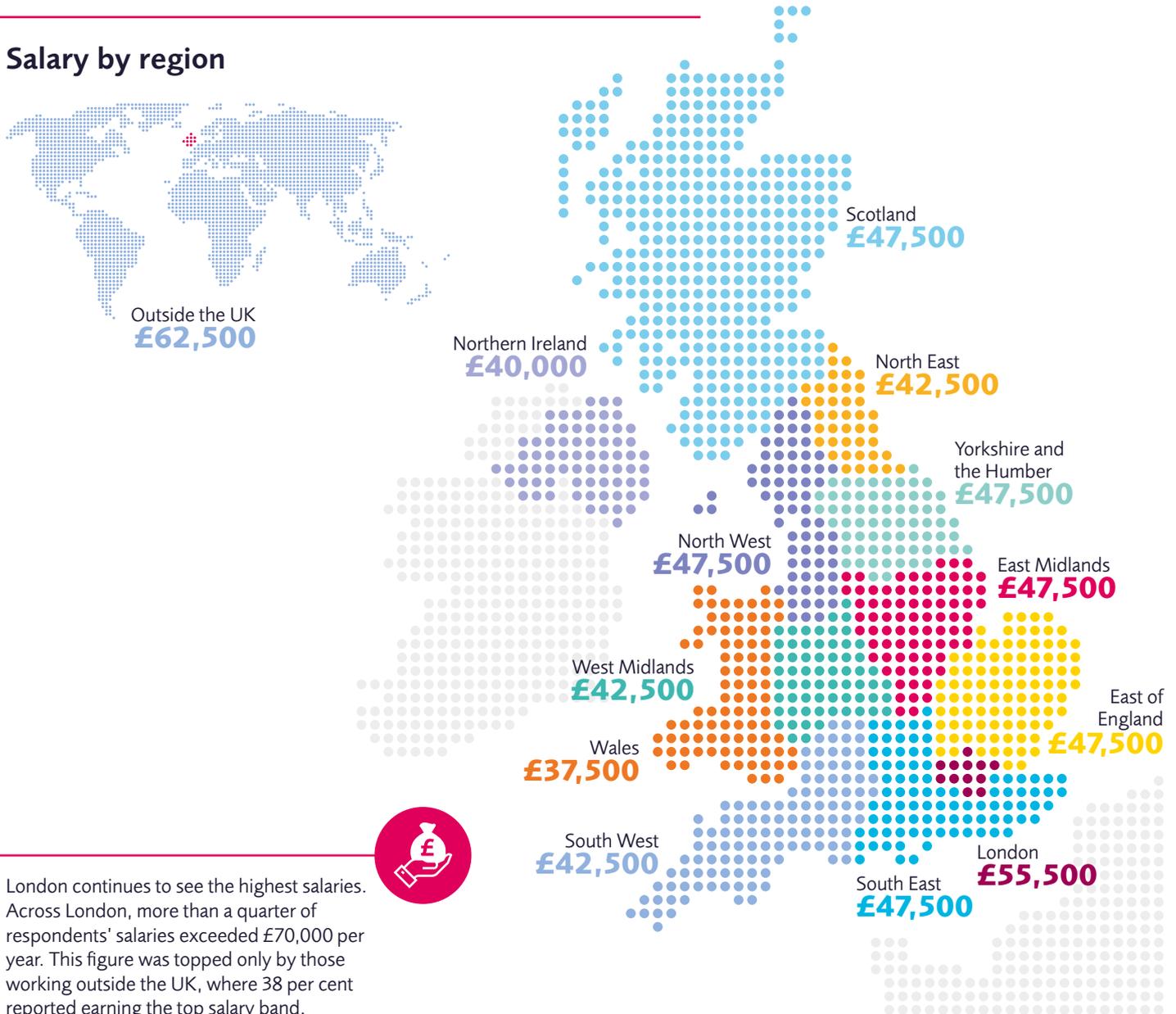


The profession continues to offer excellent starting salaries for those in junior roles, who all reported earning above £20,000. Those in project support on average enjoyed £27,500, while project administrators received on average £22,500.

Looking to the more senior roles, programme and project office managers continued to earn above the profession's average salary, enjoying £57,500 on average while programme and portfolio managers exceeded an average of £60,000.

# 1 SALARY

## Salary by region

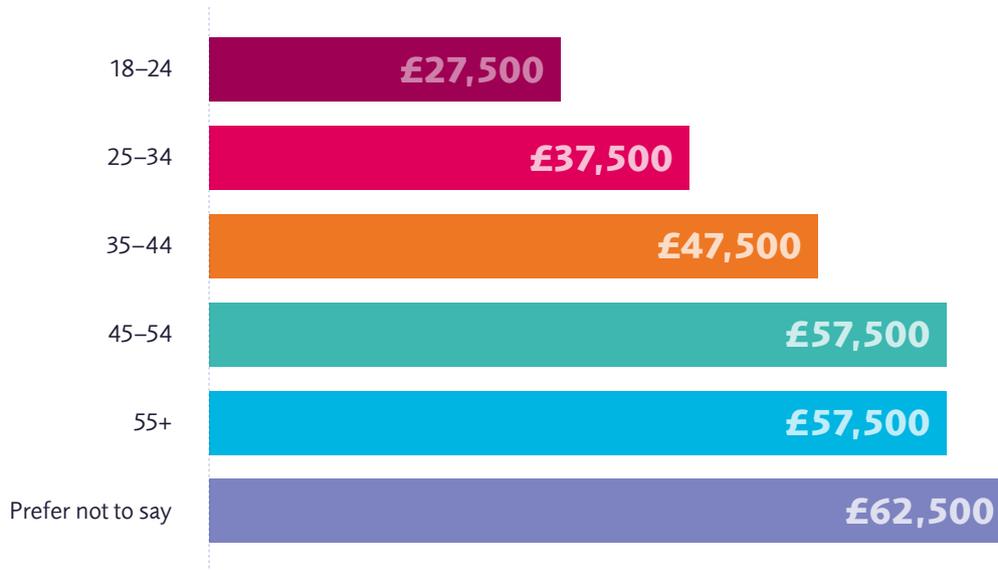


London continues to see the highest salaries. Across London, more than a quarter of respondents' salaries exceeded £70,000 per year. This figure was topped only by those working outside the UK, where 38 per cent reported earning the top salary band.



# 1 SALARY

## Salary by age

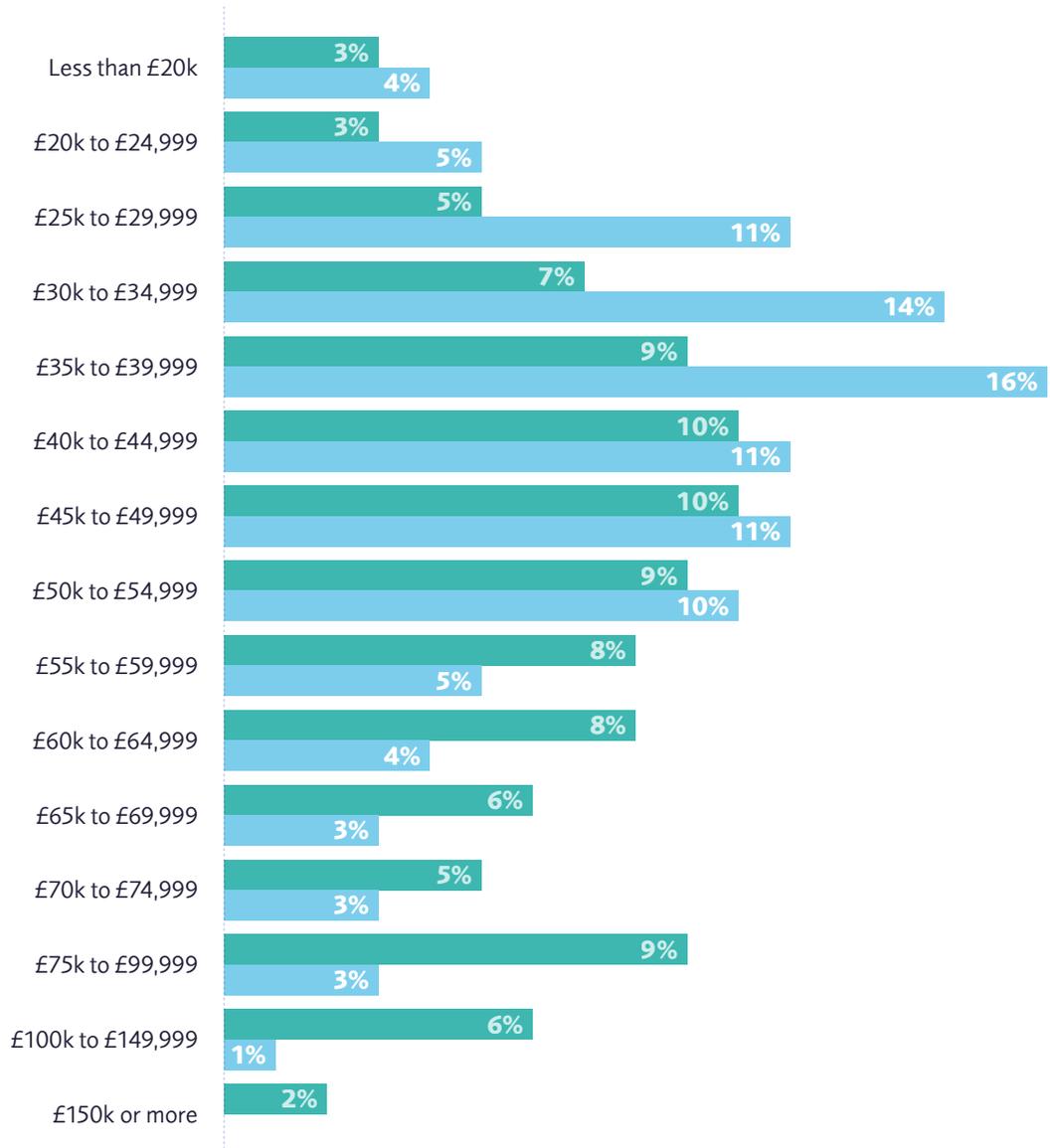


Those who entered the profession at a young age reported the greatest salary progression. Thirty-nine per cent of respondents aged between 25 and 34 earned more than £35,000.

For those aged 45 and over salary remained consistent, with an average income of £57,500, remaining stable compared to 2017.

# 1 SALARY

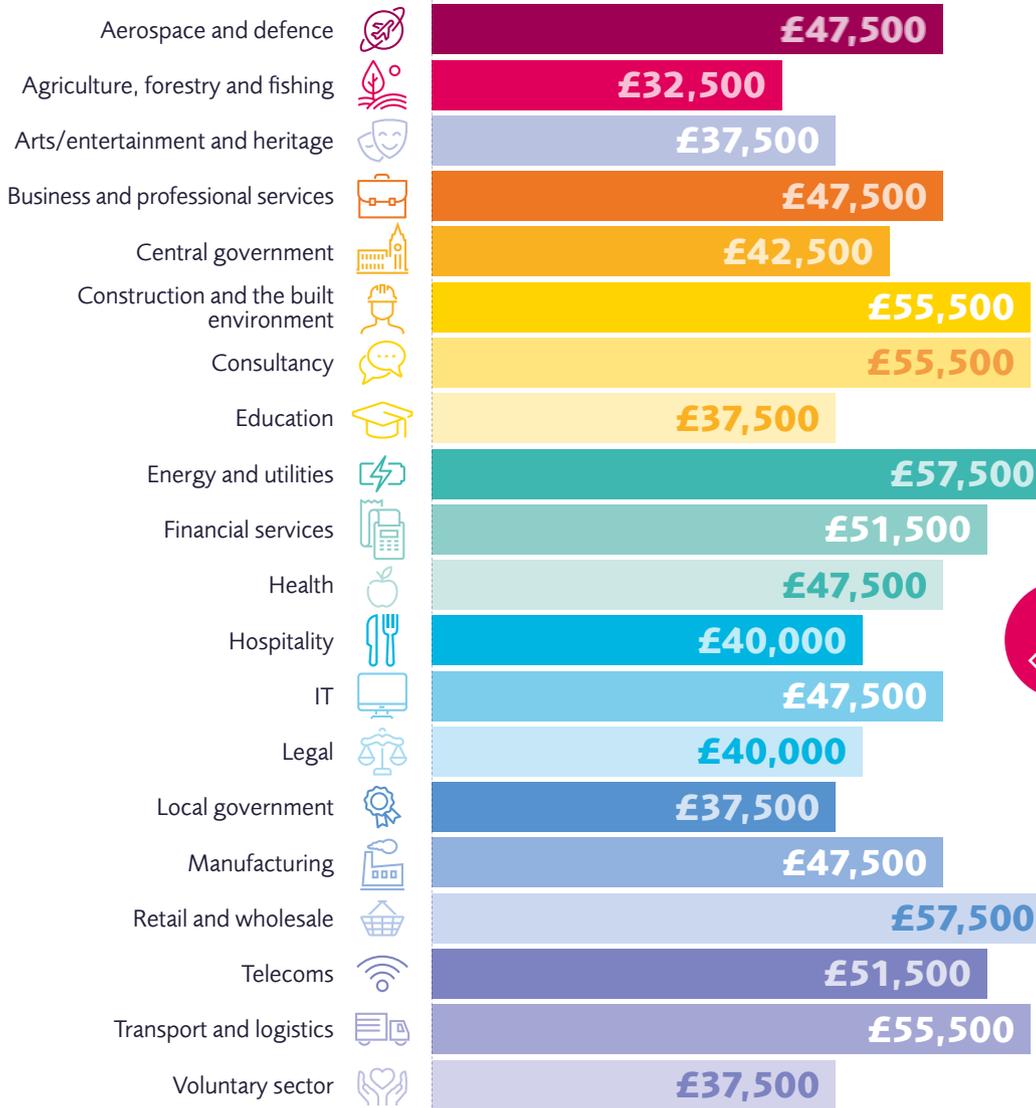
## Earnings by gender



The gender wage gap remains in the profession. On average, women continued to earn 30 per cent less than men. Results show 49 per cent of women earned less than £40,000, compared to just 27 per cent of men. Changing attitudes in industry, returnship programmes and flexible working opportunities may contribute to a gradual decrease in the wage gap in the future.

# 1 SALARY

## Earnings by sector



The highest salaries were seen in the energy and utilities sector, with 29 per cent reporting earning £70,000 or more. This was followed by retail and wholesale and the construction and the built environment at 24 per cent. Salaries were lowest in the education sector, where 42 per cent reported earning less than £35,000, with local government next lowest at 38 per cent.

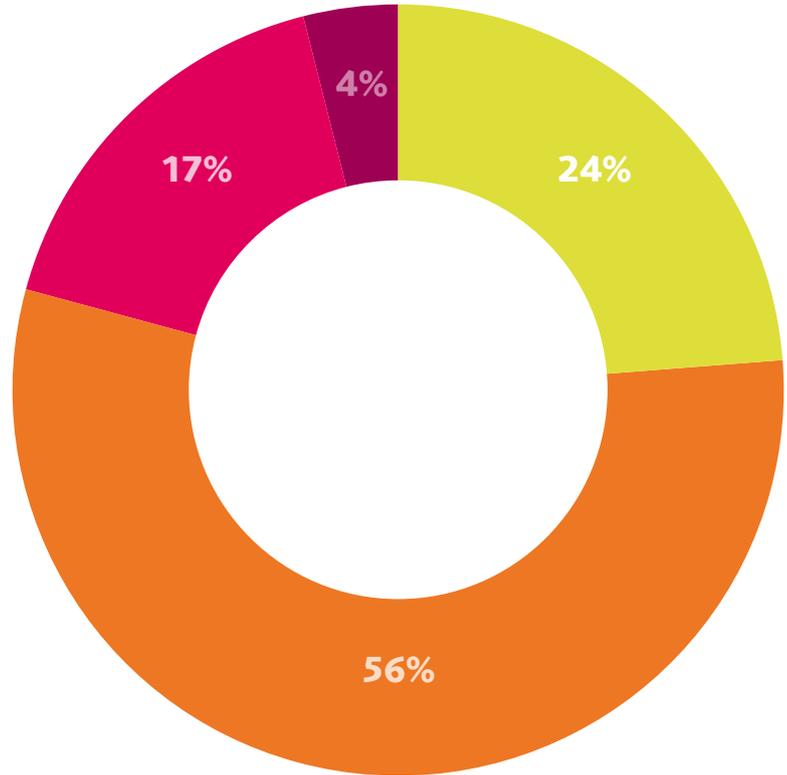
The background features a warm, orange-toned collage of financial data. It includes a line graph with a dashed trend line, a bar chart with vertical bars of varying heights, and several floating binary digits (0s and 1s). The overall aesthetic is modern and data-driven.

Just **3%** of  
respondents think  
Brexit will have a very  
**positive effect**  
on their career  
overall

**1 in 8**  
high earners are  
**dissatisfied**

## 2 EXPECTATIONS FOR THE FUTURE

### Market confidence – Satisfaction



#### Satisfaction rating

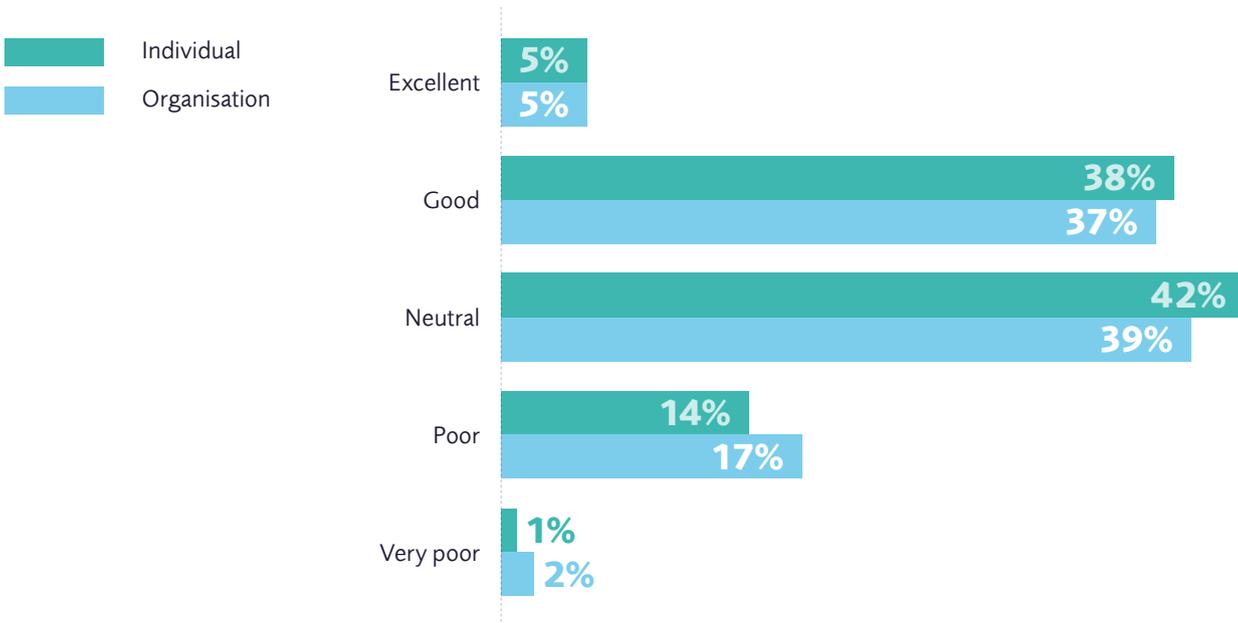
Contractors are more likely than permanent employees to be very satisfied



The profession continues to enjoy high levels of satisfaction, with around 80 per cent of respondents claiming to be satisfied in their roles. Those from Northern Island and the North West of England claimed to be most satisfied, posting 85 per cent and 84 per cent respectively. However, it was the company directors who were most satisfied at 91 per cent of respondents.

## 2 EXPECTATIONS FOR THE FUTURE

### Economic confidence – Individual and organisation

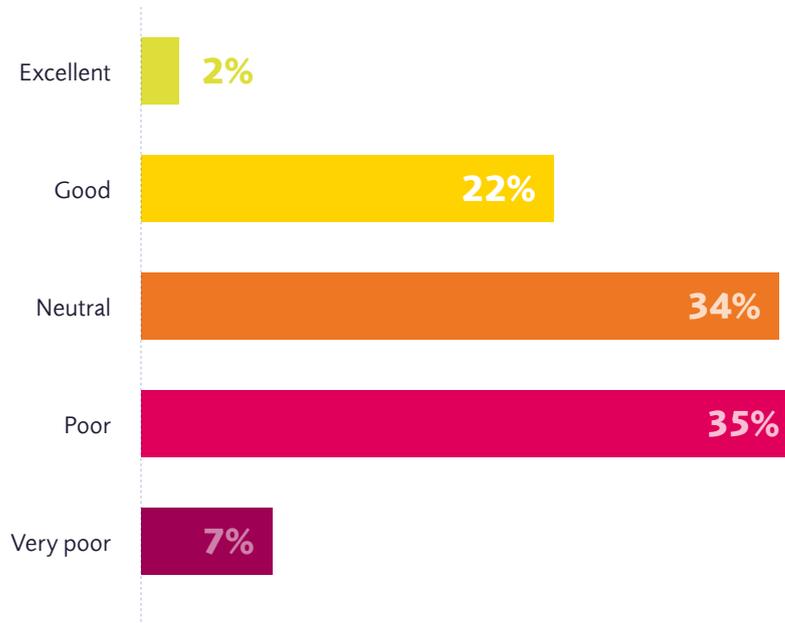


Respondents remained positive about their own economic prospects in the future (positive 43 per cent; negative 15 per cent). Similarly they are optimistic for their own organisation (positive 42 per cent; negative 19 per cent).



## 2 EXPECTATIONS FOR THE FUTURE

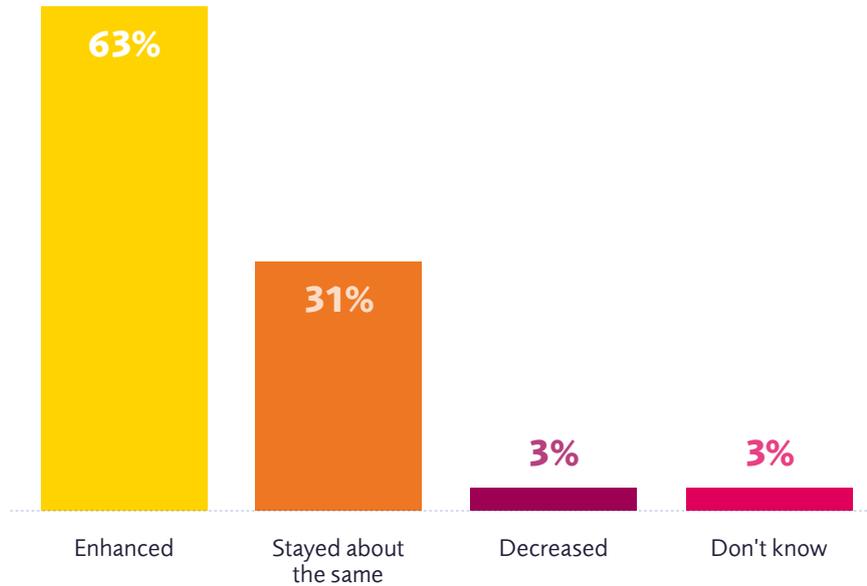
### Economic confidence for the economy as a whole



There was a much less positive sentiment when respondents were asked about the wider economic prognosis for the economy as a whole, with just 24 per cent feeling positive and 42 per cent negative. This may reflect the sentiment that project management is a desired skill set in times of transformation and change. Younger practitioners, however, are much more optimistic than their older counterparts.

## 2 EXPECTATIONS FOR THE FUTURE

### The future of the project management profession



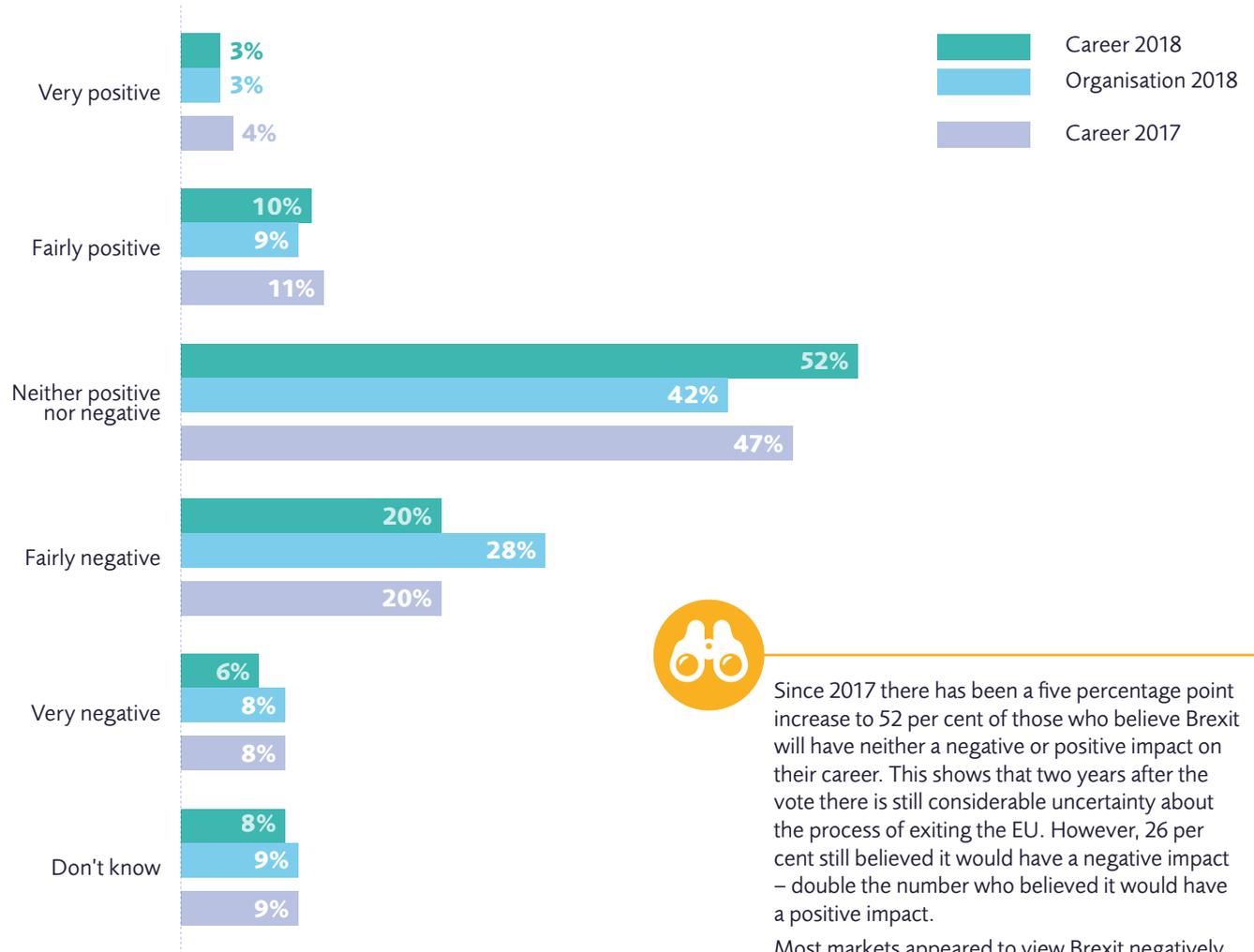
Respondents were asked: *In your view do you think project management or project delivery as a profession over the next five years will enhance, decrease or stay about the same?*

The findings offer a huge vote of confidence that project management as a chartered profession has a great future with a net 60 per cent of respondents optimistic about the future of the project management profession.

This optimism was highest in the retail/wholesale and voluntary sectors but lowest in the financial service sector.

## 2 EXPECTATIONS FOR THE FUTURE

### Impact of Brexit



Since 2017 there has been a five percentage point increase to 52 per cent of those who believe Brexit will have neither a negative or positive impact on their career. This shows that two years after the vote there is still considerable uncertainty about the process of exiting the EU. However, 26 per cent still believed it would have a negative impact – double the number who believed it would have a positive impact.

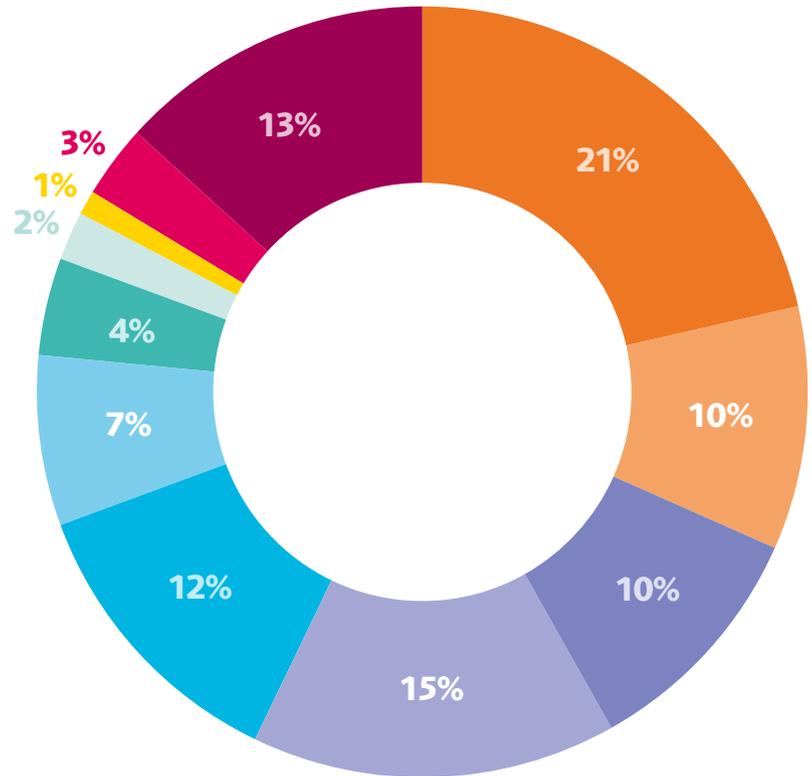
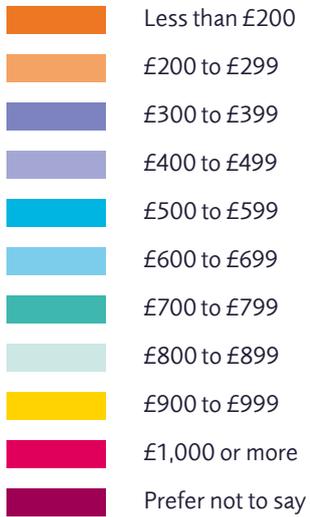
Most markets appeared to view Brexit negatively. The retail/wholesale and education sectors were most negative about Brexit.

**3%**  
earn over  
**£1,000**  
or more a day

**£522**  
average day rate of a  
contractor  
**aged 45-54**

### 3 CONTRACTOR MARKET

#### Average day rate



Contractors continued to earn an average day rate of £450 a day – in line with 2017. This rose to £500 for those working in London and outside the UK and £550 for those aged 45 to 54.

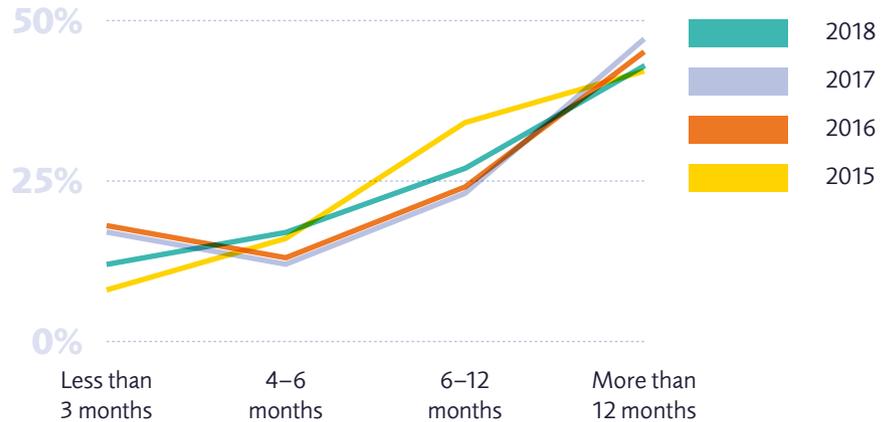
While figures show they are more likely than permanent employees to expect a decrease in pay or no change, half still predicted an increase.

### 3 CONTRACTOR MARKET

#### How long have you been in your current role as a contractor?



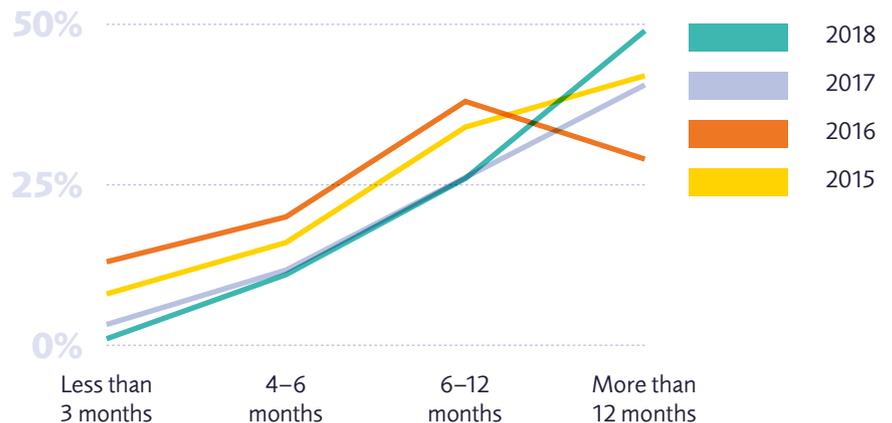
2016 saw a surge of new contractors embarking on new contracts. This was reflected in the figures for 2018, with a four per cent increase in the number of people who had been in their current contracts for six to 12 months. There had also been a five per cent rise in those four to six months into their contract.



#### What is your current contract length?

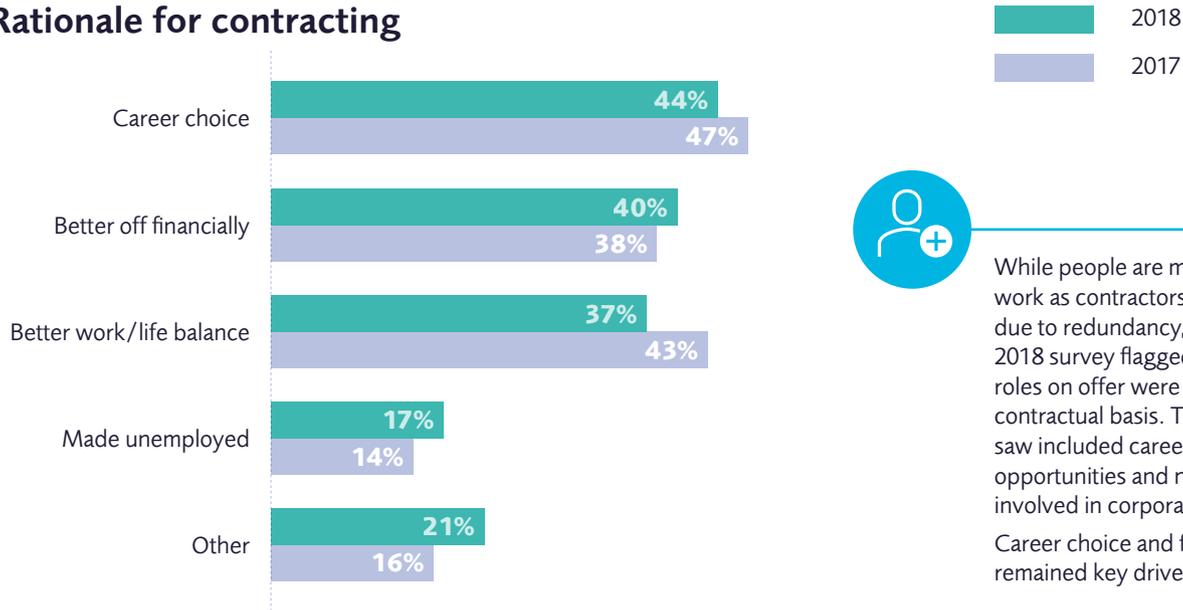


Half of all contractors were working on contracts of more than 12 months, up six per cent on 2015. There was a growing trend towards longer contracts and responses suggested that longer contracts were putting pressure on day rates compared to four years ago.



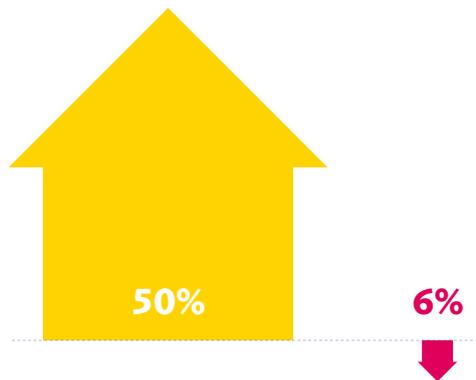
### 3 CONTRACTOR MARKET

#### Rationale for contracting



While people are much more likely to work as contractors by choice rather than due to redundancy, respondents to the 2018 survey flagged that many attractive roles on offer were only available on a contractual basis. The benefits they saw included career progression opportunities and not having to get involved in corporate bureaucracy. Career choice and financial incentives remained key drivers.

#### What extent do you expect your pay to increase or decrease in the next 12 months?



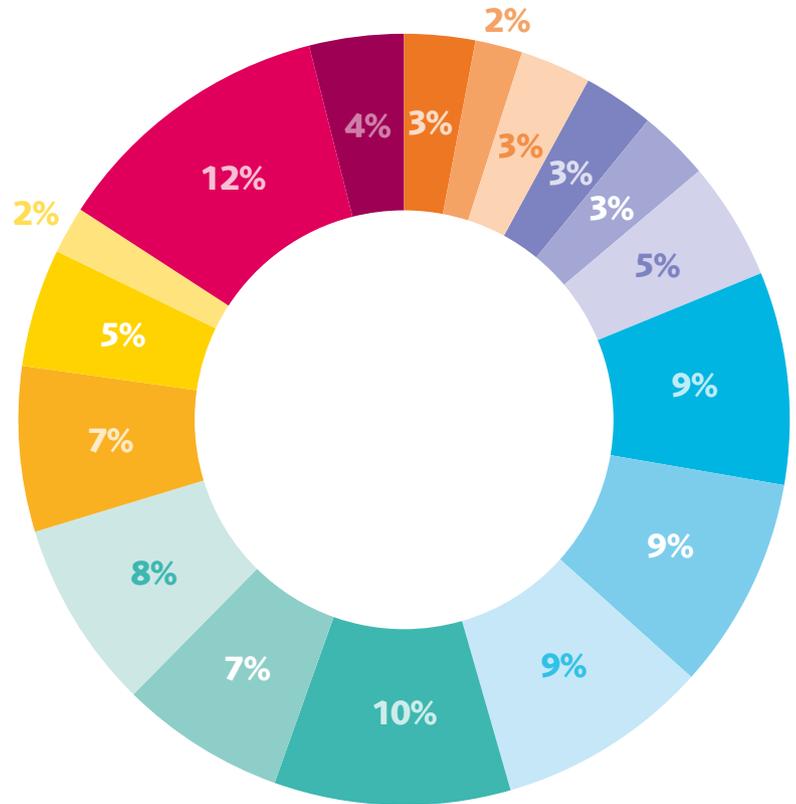
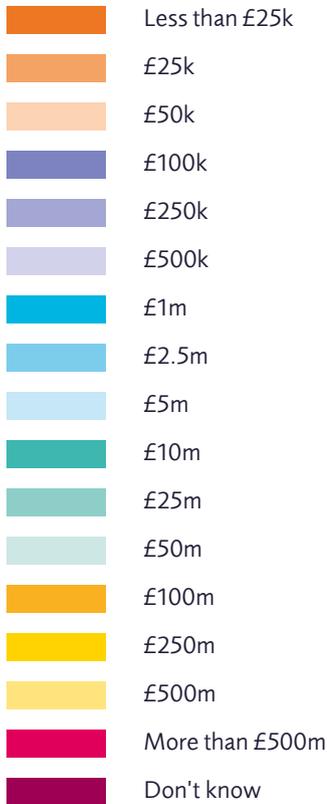
Contractors were amongst the most optimistic of respondents to the survey. As individuals they were twice as likely to believe economic prospects would be excellent for their overall career compared to the survey's average. Contractors were also four per cent more satisfied with their role compared to the survey's average, despite just half expecting a pay increase in the next 12 months compared to the survey's average of 66 per cent.

**85%** work  
for organisations  
with more than  
**250**  
employees

**12%**  
work on projects  
worth **£500m**  
or more

## 4 SURVEY AND RESPONDENTS

### Project value and size



The average value of a project, programme or portfolio being worked on was £10m. However, 12 per cent of respondents worked on projects with a value of £500m or more. Unsurprisingly, logistics, construction and transport sector projects saw the highest average value.

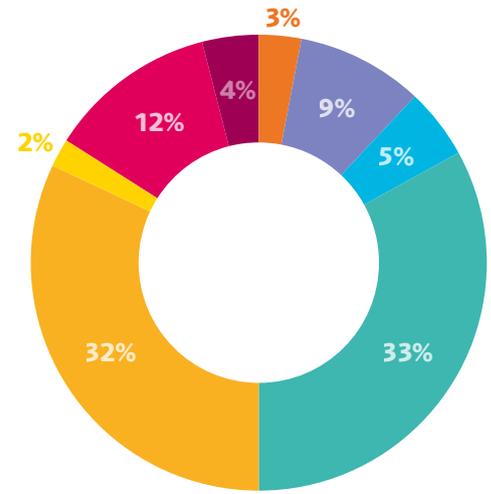
## 4 SURVEY AND RESPONDENTS

### Skills and qualifications



The health sector saw the highest proportion of professionals with a master's degree or postgraduate certificate (48 per cent), followed by the education sector (41 per cent).

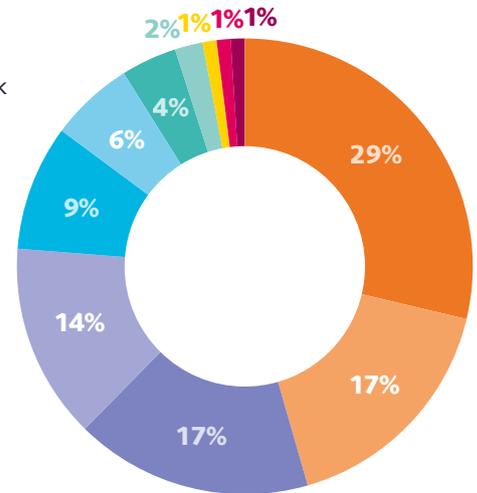
A greater percentage of females held undergraduate degrees compared to men, at 38 per cent compared to 31 per cent. Just two per cent of respondents held a PhD.



### New roles



When searching for a new role, salary remained key for many, with 29 per cent claiming it as the most important feature when looking for a new role and 84 per cent listing it as an important factor. For young people, training and development opportunities were important while older professionals were most likely to prioritise location.

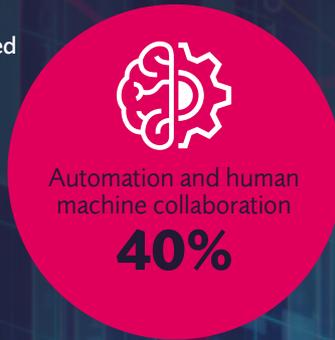


A joint research report by APM, UCL and Arup, entitled the *Future of Project Management*, identified seven mega-trends that will impact on how we deliver projects in the future. Here's what our respondents said would affect them the most:

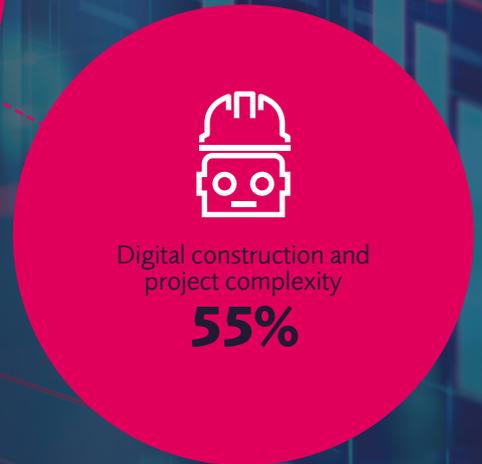
Open innovation culture  
**28%**



None  
**6%**



What **mega-trend** will have the greatest effect on how we work by **2030?**



## Association for Project Management

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