



Salary and Market  
Trends Survey  
**2017**

APM research report

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

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# Introduction

## Welcome to the APM Salary and Market Trends Survey 2017.

Now in its third year, we received a record number of responses to the survey and it gives a fascinating snapshot of the project profession. Thank you to everyone who responded and to our sponsor, Wellington Project Management.

With the Association for Project Management (APM) receiving its Royal Charter, one of our key objectives is to raise awareness of the profession and to encourage more people to consider project management as a career of first choice. This year's survey shows that there has been a four per cent increase in young people with less than five years of project management experience as well as increased diversity in working options. There continues to be a significant gender salary gap although 20 per cent of female respondents compared to 10 per cent of men were working part-time.

APM members enjoy a higher than average salary than non-members, both as contractors and employees. Satisfaction continues to be high in the profession with 80 per cent of respondents reporting to be satisfied in their current role.

As we look to the future, there is confidence that there will be increased demand for a skilled and professional workforce, with 51 per cent of respondents predicting that there will be an increase in roles between now and 2020.

While 53 per cent of respondents recognise that they will need to acquire new skills, an overwhelming 90 per cent believe that their existing project management qualifications remain relevant. This reflects the importance of training, both at the start and throughout our careers as the project professional becomes even more integral to the success of projects and to the benefit of the economy and society as a whole.



**John McGlynn**  
APM chair

## Summary

This is the largest survey of its kind in our profession with nearly 6,000 participants. It provides a great benchmark for all of us and, let's be honest, there's nothing more interesting than taking a peek inside the mystery salary box.

And the headlines? The average (median) salary for APM respondents is £47,500. When we look at a split by age group we find the salaries almost mirror age: 18-24 is £27,500, 25-34 is £37,500, 35-44 is £47,500 and 44-54 is £47,500. For contractors the average day rate is £450.

As industry experts, we were not surprised by the permanent salary average data. This aligned with our expectations. We were however surprised by the relatively lower than expected contract day rates. The average day rate paid to contractors working through Wellingtone is £529, but this most likely reflects our greater involvement with more senior interim roles.

And finally, although 80 per cent are satisfied with their role, 27 per cent said it was likely they would change employer in the next 12 months. If your salary is below average, maybe leave a copy of this report on your line manager's desk and cough politely while considering being part of the 27 per cent.



### Vince Hines

Managing director  
Wellingtone Project Management

**Wellingtone**  
PROJECT MANAGEMENT

## About the survey

This is the third annual Salary and Market Trends Survey run by APM. Since its launch in 2015 the research has received over 13,700 responses from across the profession allowing APM to build up a clearer picture of trends and emerging demands from across the profession.

This year's survey was held in association with leading market researchers YouGov and saw a 16 per cent increase on last year receiving nearly 6,000 responses.

For 2017 the survey strived to look beyond the network of APM. By partnering with YouGov, APM was able to gain a better understanding of the abilities, roles and training demands of those who call on project management skills in order to deliver projects across all industries.

Respondents were made up of APM members, non-members and respondents directly from YouGov's database. For the purposes of the report respondents from APM (both members and non-members) will be referred to as '**the profession**' and respondents from YouGov will be referred to as '**the wider community**'.

Findings from the research will support APM's strategy *Inspiring positive change* which seeks to engage with new sectors and communities.

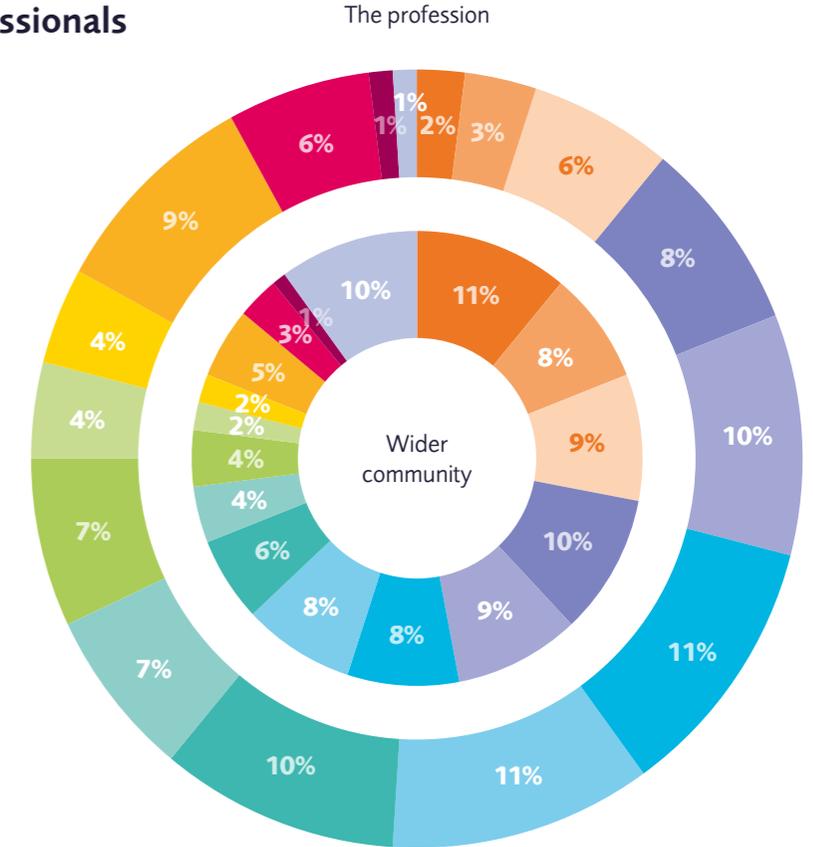




30%  
of workers surveyed  
have a gross annual salary  
of **£40,000**  
or more

# 1 SALARY

## Average base salary of project professionals



Project management offers excellent starting salaries for those entering the profession with prospects of enjoying salaries between £20,000 and £24,999 for those under the aged of 24. With career progression and experience this can rise up to and in excess of £75,000 to £99,999. The highest earners in the survey were APM members operating as contractors, who took home on average £82,500.

# 1 SALARY

## Year-on-year

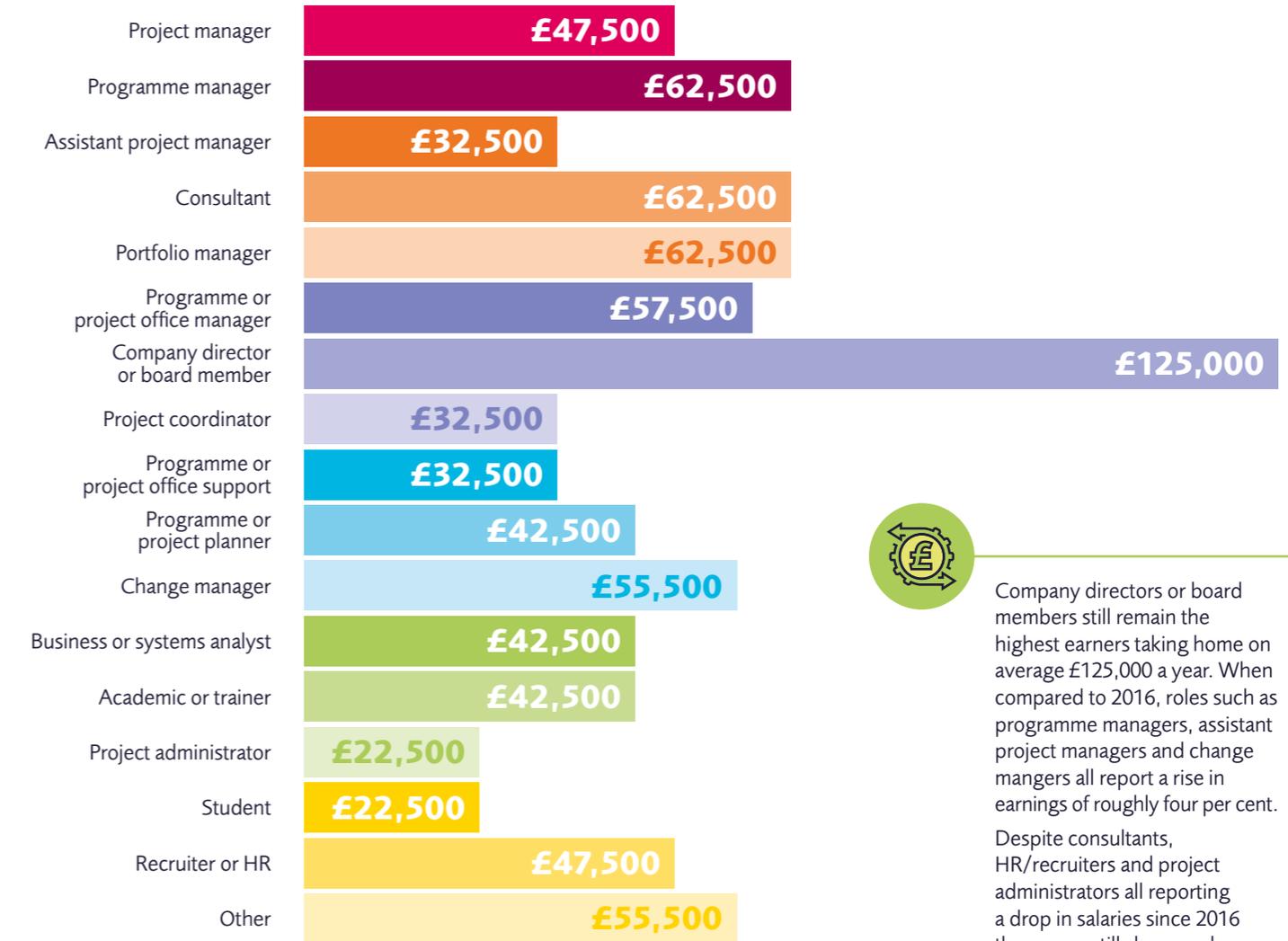


The average salary of respondents from APM is £47,500. This represents a rise of £3,500 since the survey started in 2015, but it is down £2,500 on 2016 results. While salaries for core project roles have increased, roles such as HR and administration have seen salaries decrease. In-addition nearly 20 per cent of respondents are in their first five years of work. Both factors go some way to explaining this decrease. Happily, 67 per cent of respondents expect this to rise in the next 12 months.

Statistics from YouGov go onto show that those undertaking projects in the wider community enjoy an average salary of £37,500 which rises to £42,000 for those working full time.

# 1 SALARY

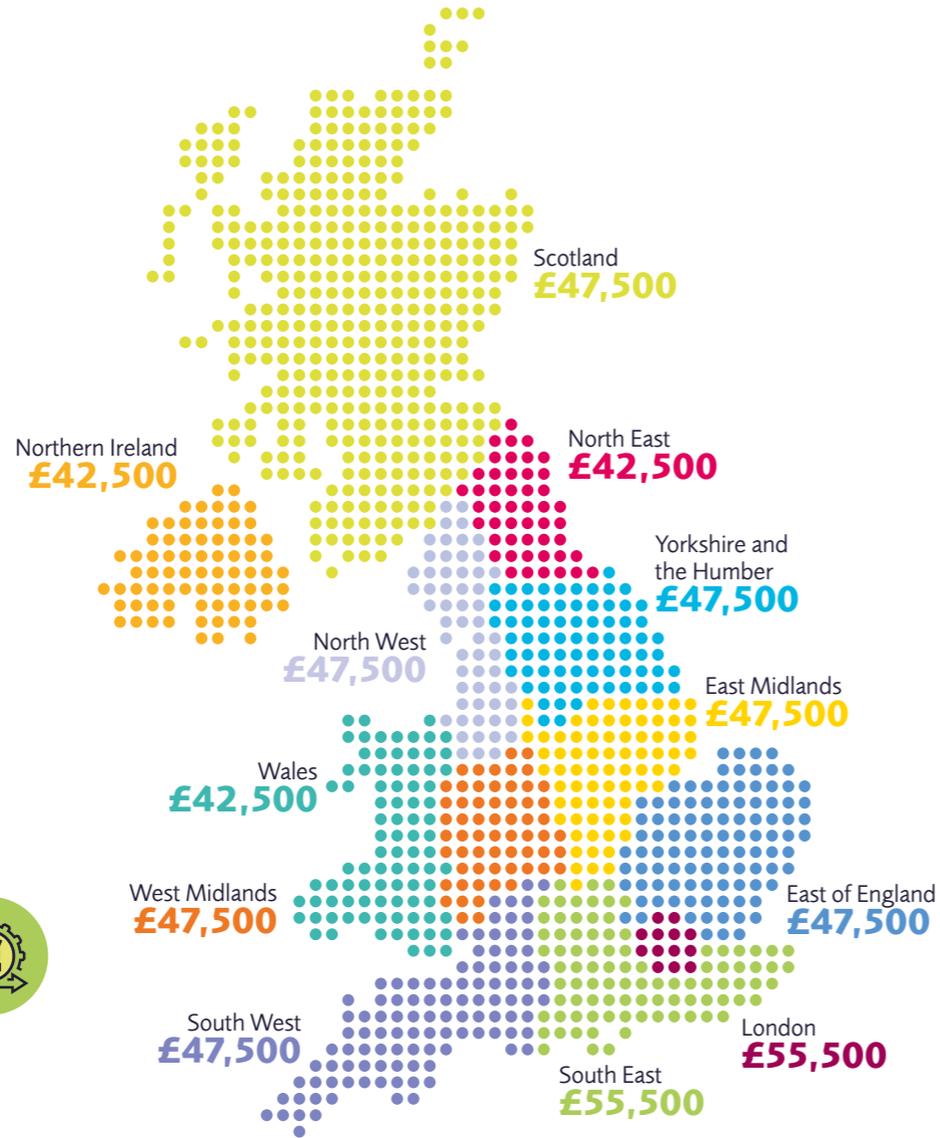
## Average annual salary by role from APM respondents



Company directors or board members still remain the highest earners taking home on average £125,000 a year. When compared to 2016, roles such as programme managers, assistant project managers and change managers all report a rise in earnings of roughly four per cent. Despite consultants, HR/recruiters and project administrators all reporting a drop in salaries since 2016 the survey still shows a clear progression in earnings through each level of the profession.

# 1 SALARY

## Regional salary

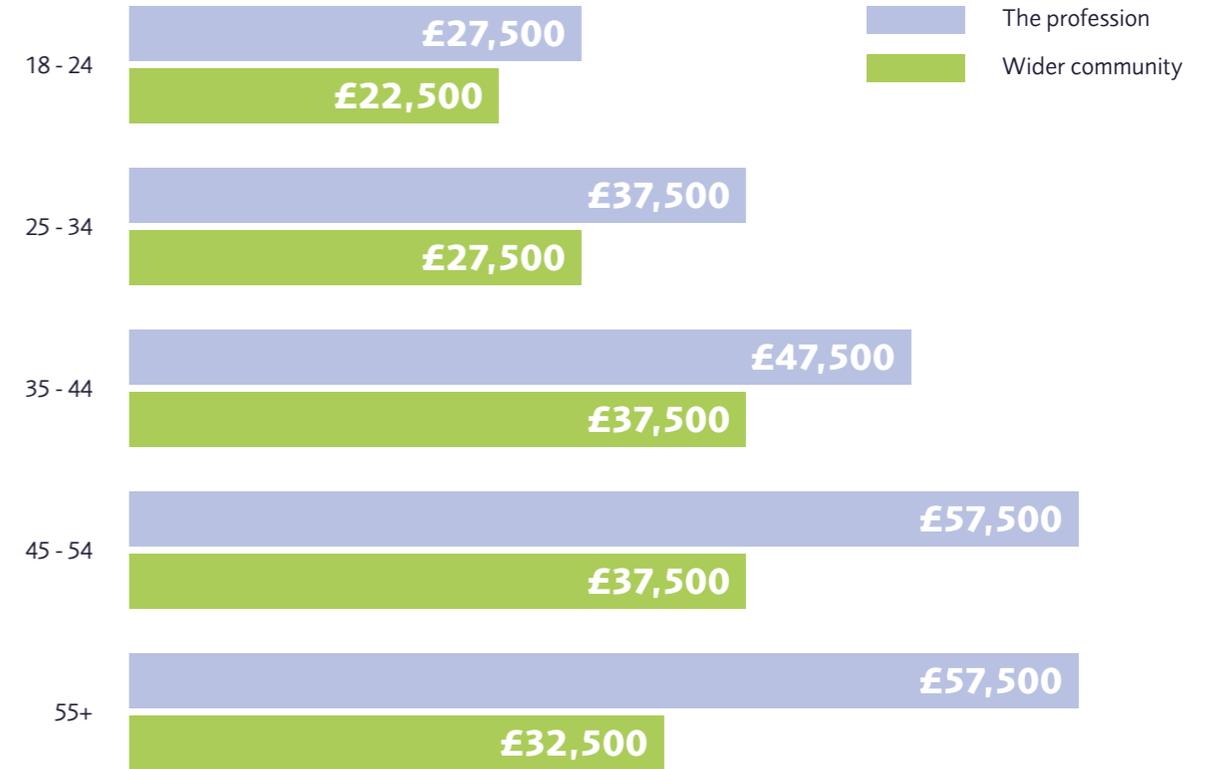


The highest earners in the UK remain in London and the South East. While London sees a drop of just 0.4 per cent compared to 2016, the adjoining south-east region reports a noticeable rise of five per cent. Ireland, too, posts an increase from £39,000 in 2016 to £42,500 in 2017.



# 1 SALARY

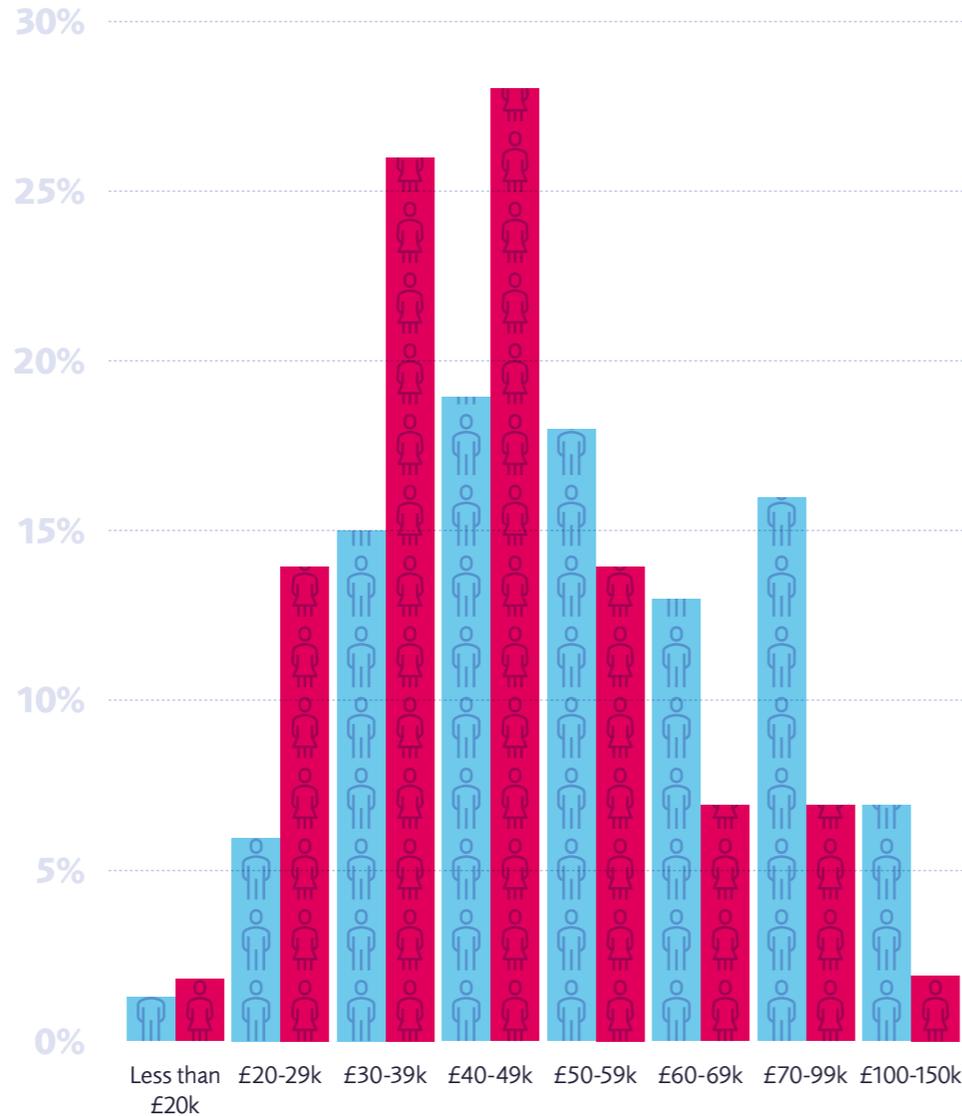
## Salary by age



Results show a gradual increase of approximately £10,000 every 10 years for the profession's respondents up to the age of 54. Earnings for those aged 18-24 have risen since 2016 by almost £1,400. Earnings balance out or reduce for respondents aged over 50.

# 1 SALARY

## Earnings by gender

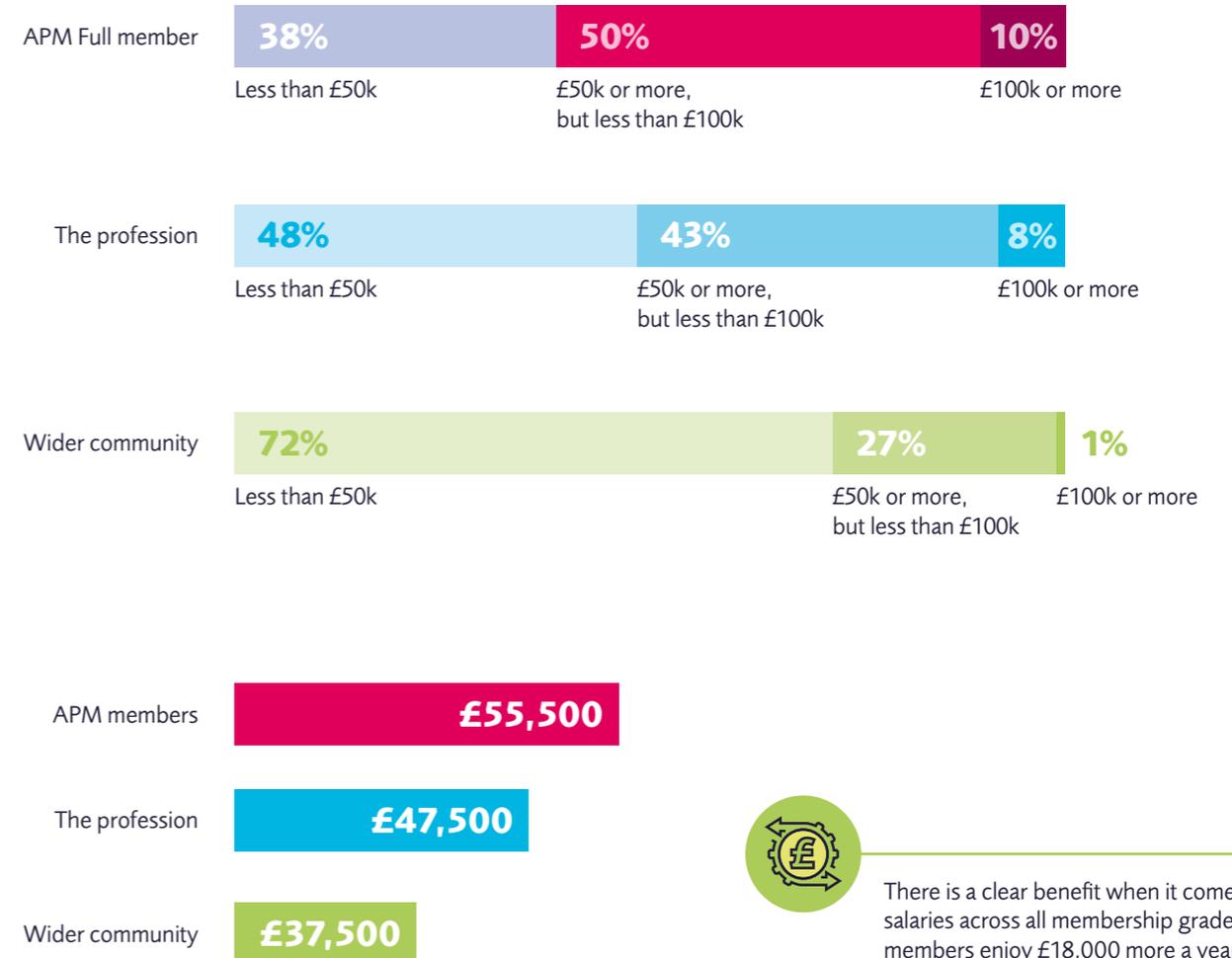


Women earn approximately 30 per cent less than men, a figure consistent with last year. Although this is partly accounted for by nearly double the number of women working part-time, a significant wage gap remains when comparing full-time workers. This gap widens as salaries increase.



# 1 SALARY

## Effects of membership



There is a clear benefit when it comes to salaries across all membership grades. APM members enjoy £18,000 more a year than those across the entire survey conducted by YouGov. Project professionals again see the benefits, earning an additional £10,000 compared to the industry average.

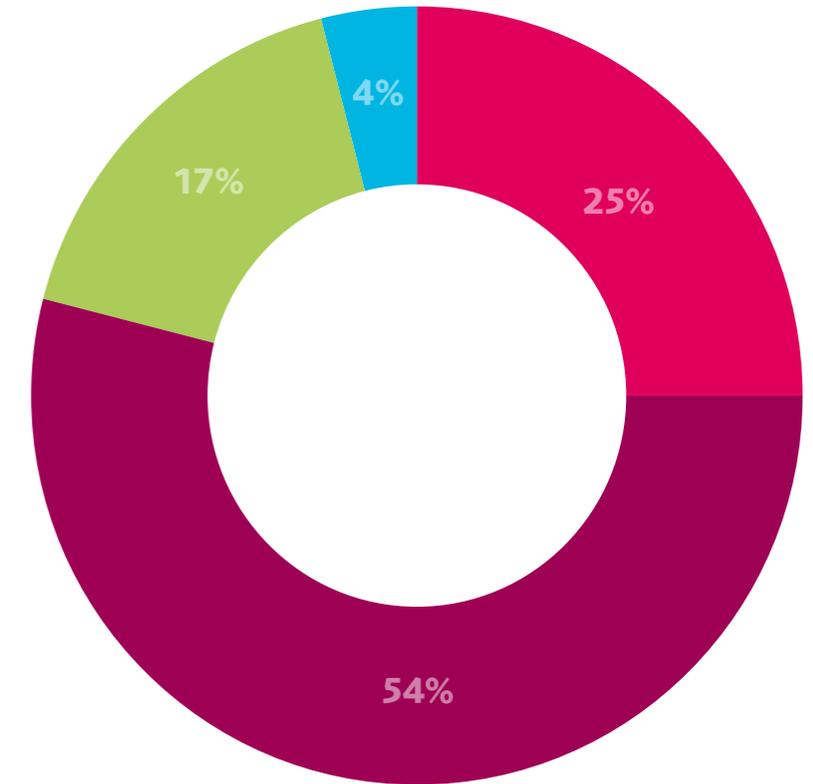


**79%**  
of respondents were  
**satisfied**  
with their role

## 2 EXPECTATIONS FOR THE FUTURE

### Market confidence – satisfaction

- Very satisfied
- Fairly satisfied
- Not very satisfied
- Not at all satisfied



Satisfaction remains extremely high across the industry. While down two per cent when compared to 2016, overall satisfaction remains higher than the 72 per cent satisfaction response in 2015. Happily those not very satisfied with their role remain at just four per cent since 2015, while the majority of respondents (54 per cent) claim to be fairly satisfied.

## 2 EXPECTATIONS FOR THE FUTURE

### Organisational growth

How would you best describe your organisation's growth?



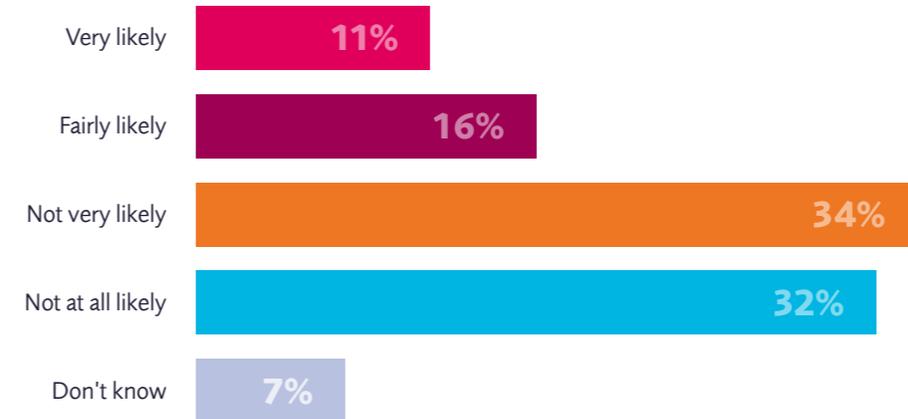
Expectations for organisational growth make for positive reading, with respondents who expect their organisation to grow and recruit additional staff now back at 47 per cent following a drop in 2016 to 41 per cent. While this is good news, results show there is four per cent less growth across organisations than compared to 2015. There is also a four per cent growth in those anticipating downturn and redundancies.



## 2 EXPECTATIONS FOR THE FUTURE

### New career opportunities

How likely are you to change employer in the next 12 months?



Since 2015 there has been a continual drop in respondents who are expecting to change roles in the next 12 months, resulting in respondents now 10 per cent less likely to change role in 2017 compared to 2015. Attitudes towards changing employers remain roughly the same across respondents from the profession and the wider community.

## 2 EXPECTATIONS FOR THE FUTURE

### New skills and training

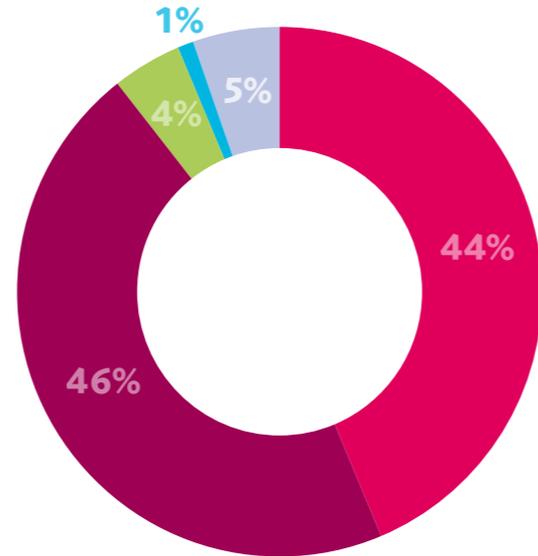
Do you expect you will need to take on new skills and training for project management in the next five years (i.e. between now and 2022)?



Do you believe your organisation will be requiring more roles involving project management between now and 2020?



To what extent, if at all, do you feel skills and experience you gained when you started out in a project management-related role are still relevant today?

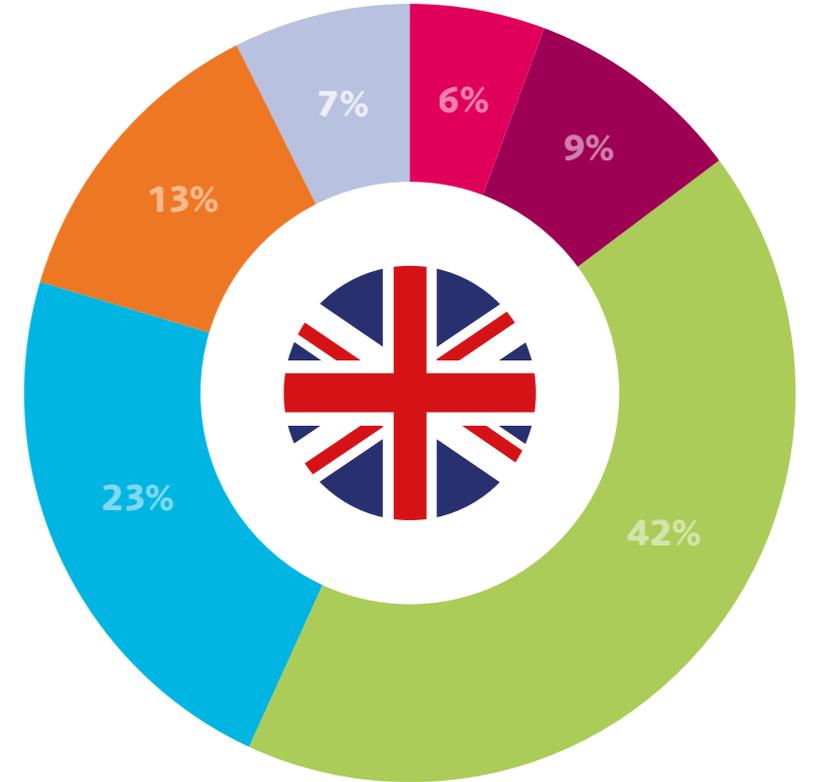


Over half of respondents expect to take on new skills and training between now and 2022. This rises dramatically to 83 per cent for those associated with APM and up to 96 per cent for those who are aged 18-34.

## 2 EXPECTATIONS FOR THE FUTURE

### Effects of Brexit

To what extent do you think Britain leaving the EU (i.e. Brexit) will have a positive or negative impact on your career overall?



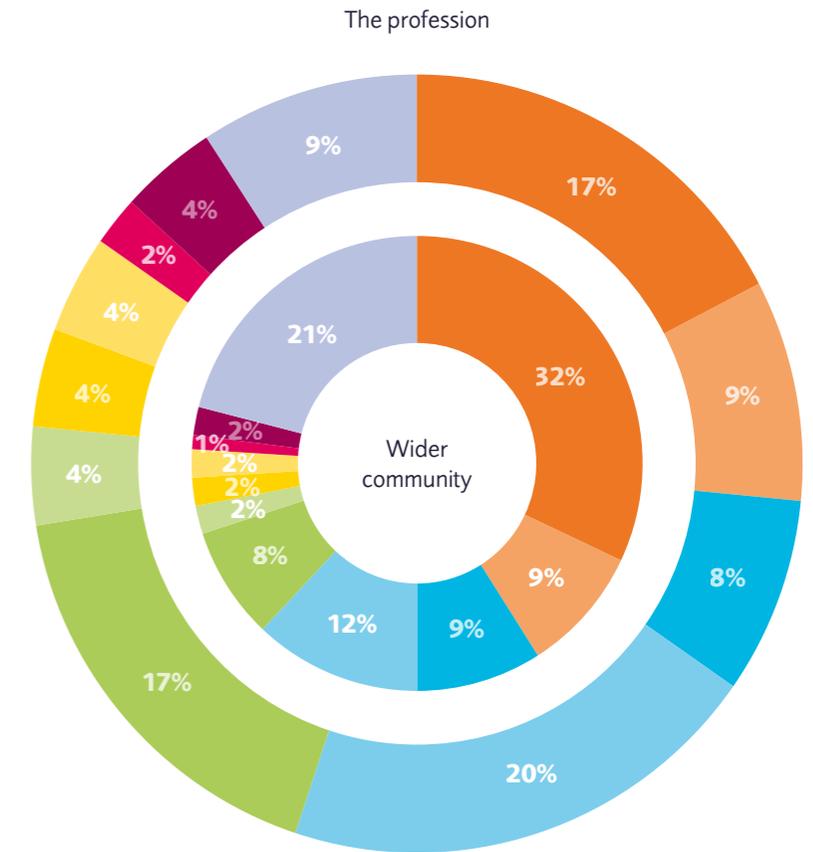
The survey was conducted following the UK's referendum to leave the EU and before the signing of Article 50. The largest majority of respondents felt that the effects of Brexit would not affect them, having neither a positive nor negative effect on their career. While over a third of respondents reported it would have a negative effect on their career.



43%  
work as a contractor  
for a better  
**work/life**  
balance

### 3 CONTRACTOR MARKET

#### Contractor average day rate



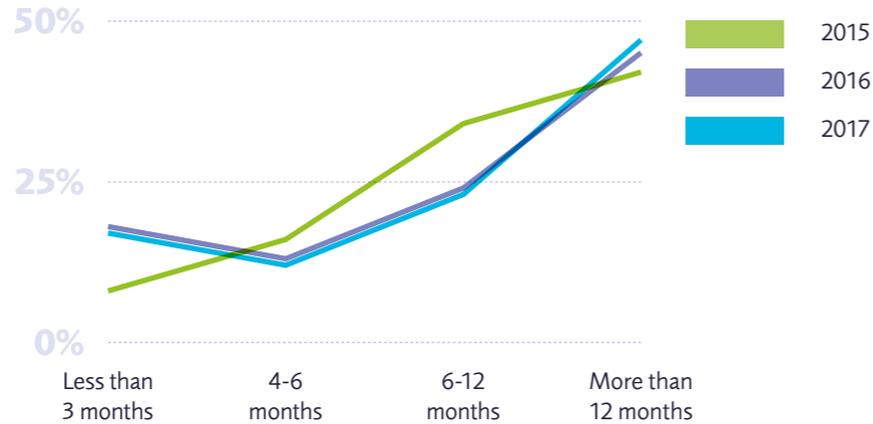
While the results show the number of respondents earning between £200 and £399 has dropped since 2015, there has been a dramatic rise in the number of respondents claiming to earn less than £200, up 12 per cent since 2015. For those in the mid-range brackets £400 to £599, data shows no movement for the last three years, holding at approximately 20 per cent and 17 per cent respectively. Those who have worked overseas in the last 12 months reported the highest day rates, attracting on average £700 per day.

### 3 CONTRACTOR MARKET

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



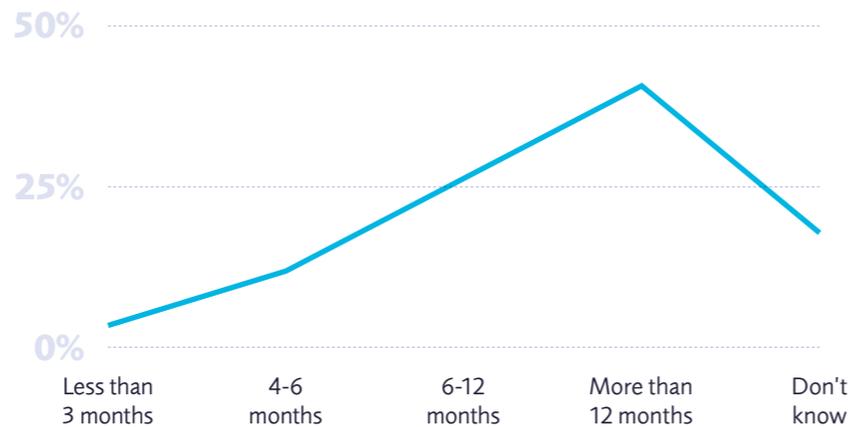
Results for 2017 show that numbers embarking on new contracts remain high. Building on just 8 per cent in 2015, 17 per cent of respondents are now in their first three months of their current contract roughly the same as in 2016. Equally, there has been a growth of five per cent in those working in organisations for 12 months.



#### What is your current contract length?

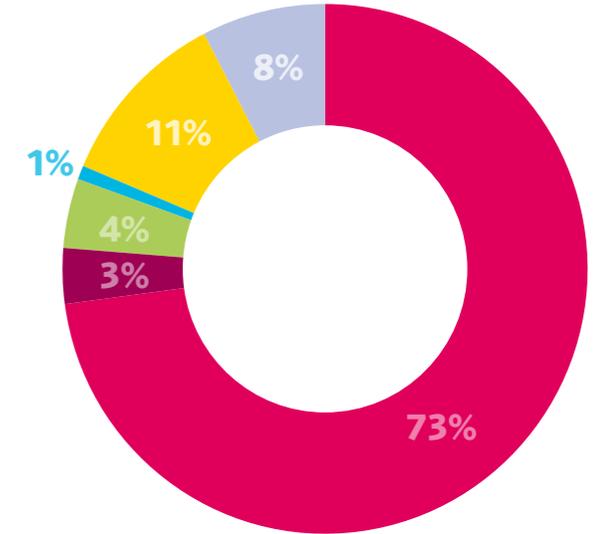


Contract length remain stable year-on-year with only minor fluctuations. Contract lengths of more than 12 months remain the highest percentile for respondents accounting for 41 per cent of respondents. Those on contracts of less than three months have seen a small decrease since 2015 of five per cent.

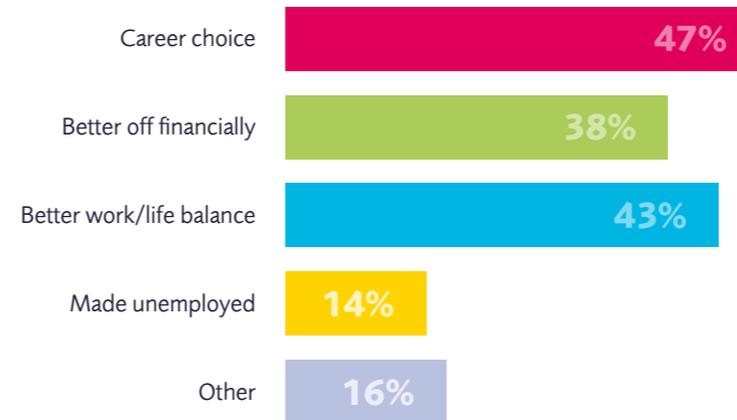


### 3 CONTRACTOR MARKET

#### What is your contractor's mode of operation?



#### Rationale for contracting



The vast majority of respondents continue to operate as a limited company. While down on 2015 and 2016 at 73 per cent it remains the preferred method of operating. This year saw many respondents being employed within a company on a fixed term contract, an emerging trend for 2017. The number of respondents working under an umbrella company or as a sole trader continues to drop by six per cent and eight per cent respectively since 2015. Signs of a lift in those working through an agency can be seen with a rise by one per cent and three per cent for APM members.

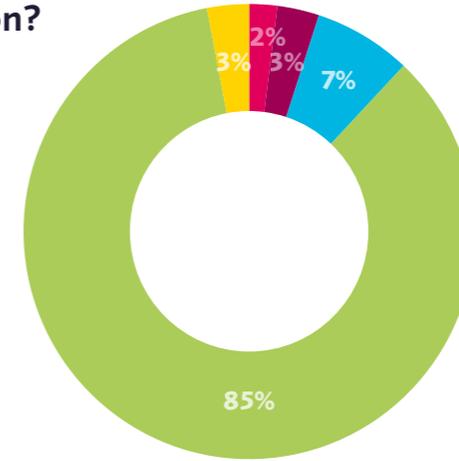


**85%**  
of respondents work  
for organisations with  
over **250**  
employees

## 4 SURVEY AND RESPONDENTS

### How large is your organisation?

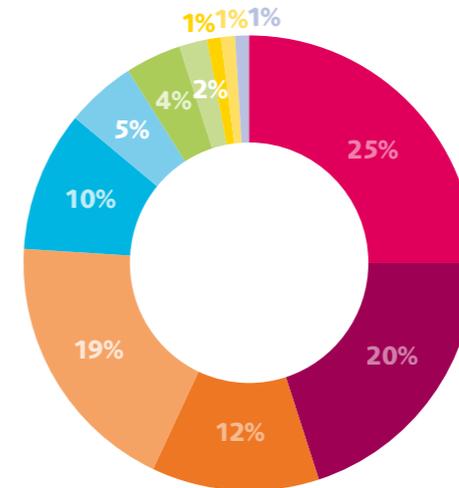
- 10 employees or less
- 11-49 employees
- 50-249 employees
- 250 employees or more
- Not applicable - self employed, not within an organisation



Over the last three years there has been an upward trend of respondents working for large organisations with over 250 employees. Since 2015 there has been a six per cent increase from 79 per cent to 85 per cent accounting for the majority of respondents. While medium-sized organisations have remained stable, those with 10 employees or less have seen a continual decrease since 2015 from seven per cent to two per cent.

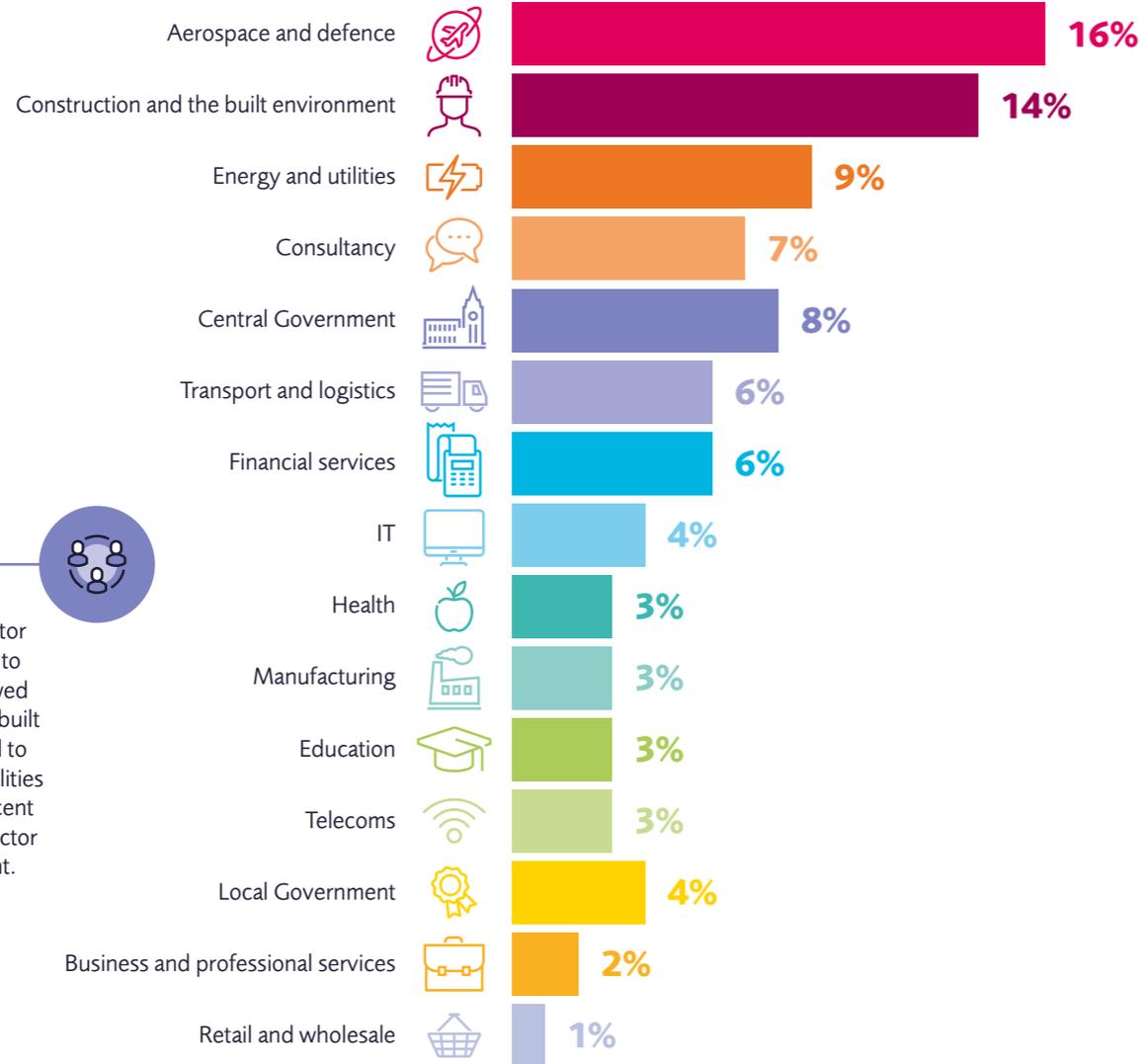
### Main criteria when seeking new career opportunities

- Salary
- Diverse and interesting work
- Career progression
- Location
- Management style culture
- Job security
- Level of responsibility
- Training and development
- Travel opportunities
- None of these
- Don't know

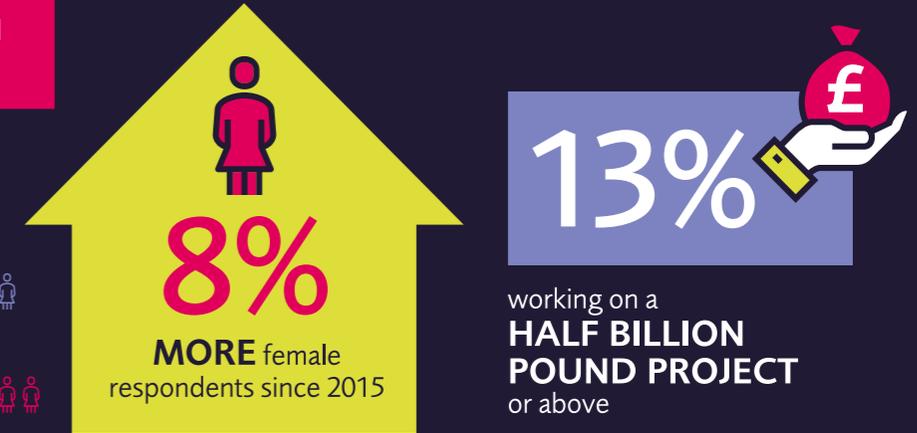
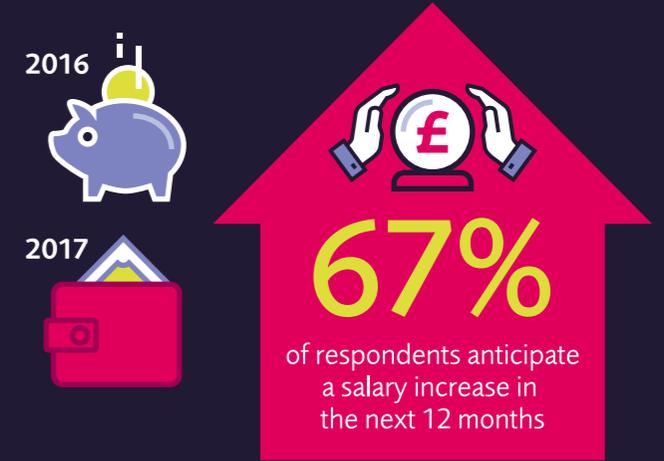
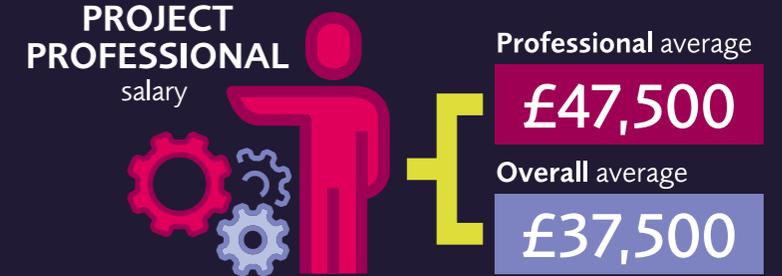


## 4 SURVEY AND RESPONDENTS

### Which sector best describes the environment you and your organisation operate in?



Aerospace and defence remained the largest sector for project professionals to operate in, closely followed by construction and the built environment. Compared to 2015, the energy and utilities sector grew by two per cent while the consultancy sector decreased by six per cent.



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