Real Estate & Property Salary, Rewards & Sentiments Report 2025

Introduction

The Real Estate & Property Salary, Rewards and Sentiments Report 2025 is a based in a survey of 281 professionals in the Real Estate and Property sector. It provides a snapshot of how professionals across the real estate sector are paid, how they feel about their rewards, and what they expect from the market over the next 12 months.

The findings are designed to help employers benchmark their offer, understand what really matters to talent, and identify where there may be retention or attraction risks.

For candidates, the report offers a sense-check on how their own salary, benefits and experience compare to peers.
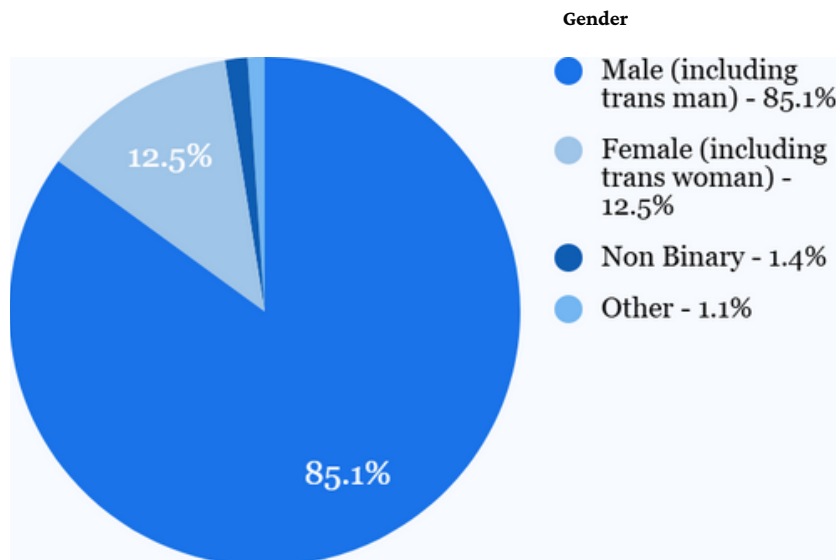
Report Summary

Our sample of respondents shows a broadly positive picture on pay progression and the future, with important nuances:

- 52.5% saw their base salary increase in the last 12 months, 44.7% reported no change and 2.8% experienced a reduction.
- Around 62.1% of respondents feel their pay is fair, leaving 37.6% who do not.
- Engagement levels are relatively strong, with an average self-rated engagement score of 8.0 out of 10.
- Satisfaction with benefits averages 3.2 out of 5, indicating room for improvement.
- Mobility intentions are high: 67.4% describe themselves as likely or very likely to move roles in the next 12 months.
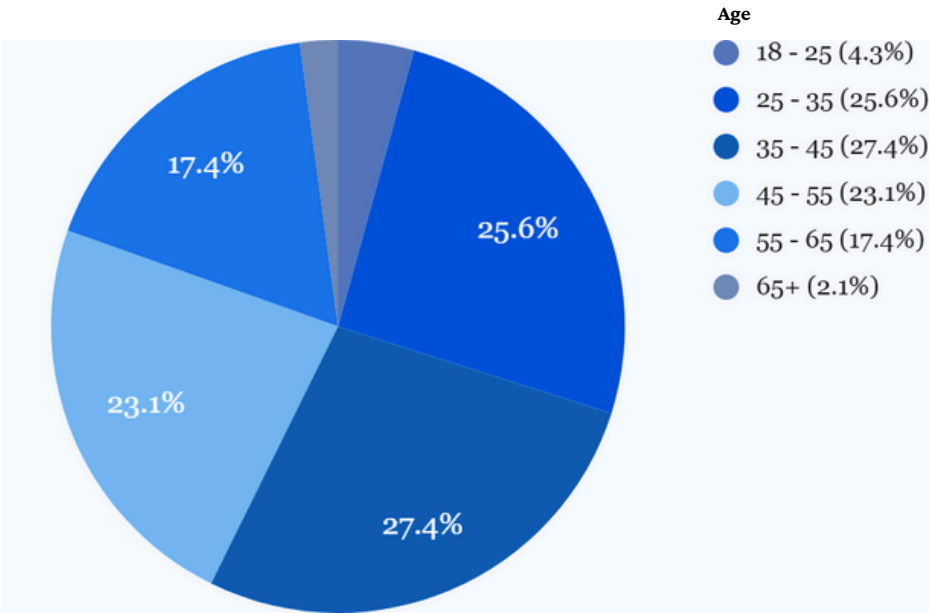- Confidence in the wider economy averages 3.1 out of 5.

Gender Distribution

The respondent pool is heavily weighted toward male professionals, with men representing the significant majority of participants. This imbalance mirrors long-standing gender disparities across many areas of the real estate sector.

The results underscore the ongoing need for targeted initiatives to improve gender representation and strengthen diversity across the industry.

Gender

- Male (including trans man) - 85.1%
- Female (including trans woman) - 12.5%
- Non Binary - 1.4%
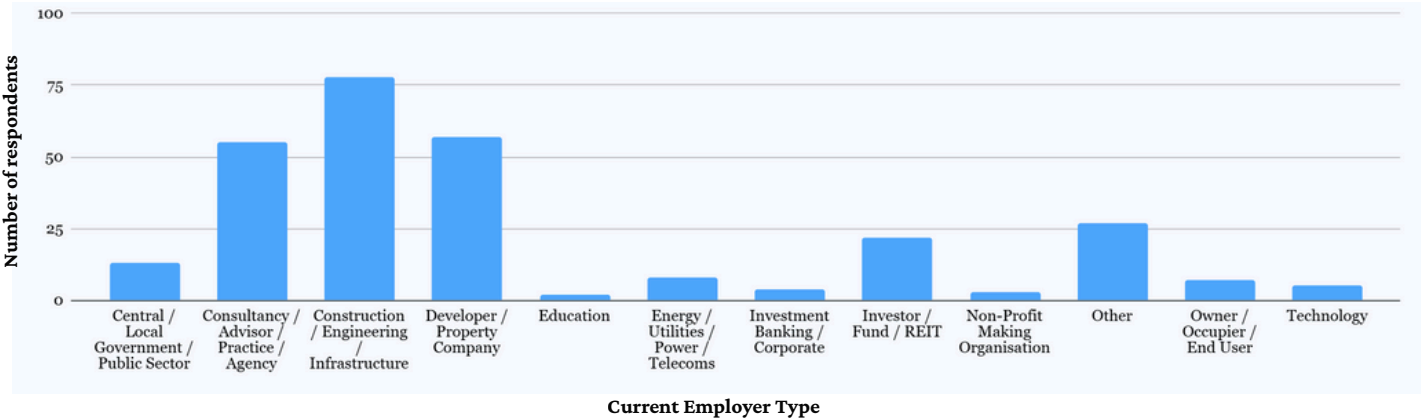- Other - 1.1%

Age Distribution

The age profile of respondents shows healthy representation across all career stages, though the largest share sits within the mid-career brackets. This concentration of experienced professionals provides a strong foundation for interpreting salary and sentiment trends, as these respondents typically hold established responsibilities, clearer career trajectories, and deeper market exposure.

Age

- 18 - 25 (4.3%)
- 25 - 35 (25.6%)
- 35 - 45 (27.4%)
- 45 - 55 (23.1%)
- 55 - 65 (17.4%)
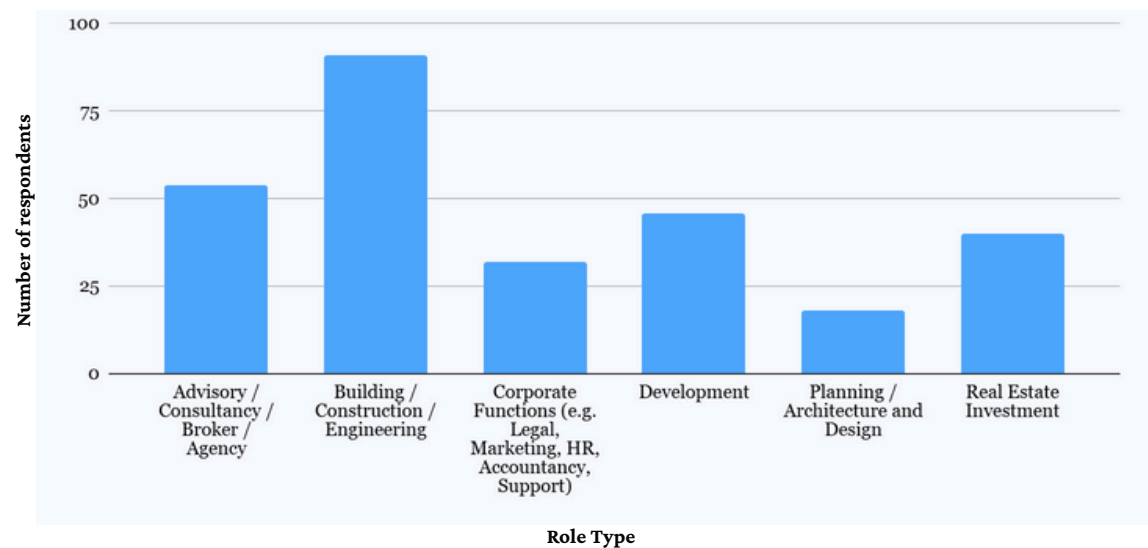- 65+ (2.1%)

Employer Type

Our respondents represent a diverse mix of employer types including developers, investment firms, consultancies, agencies, and service providers.

This diversity ensures that the findings reflect compensation trends across the full breadth of the Real Estate ecosystem.

Role Type

The role breakdown shows strong representation from advisory, development, investment and operational functions. This mix mirrors the multi-disciplinary nature of the sector and supports broad applicability of the results.
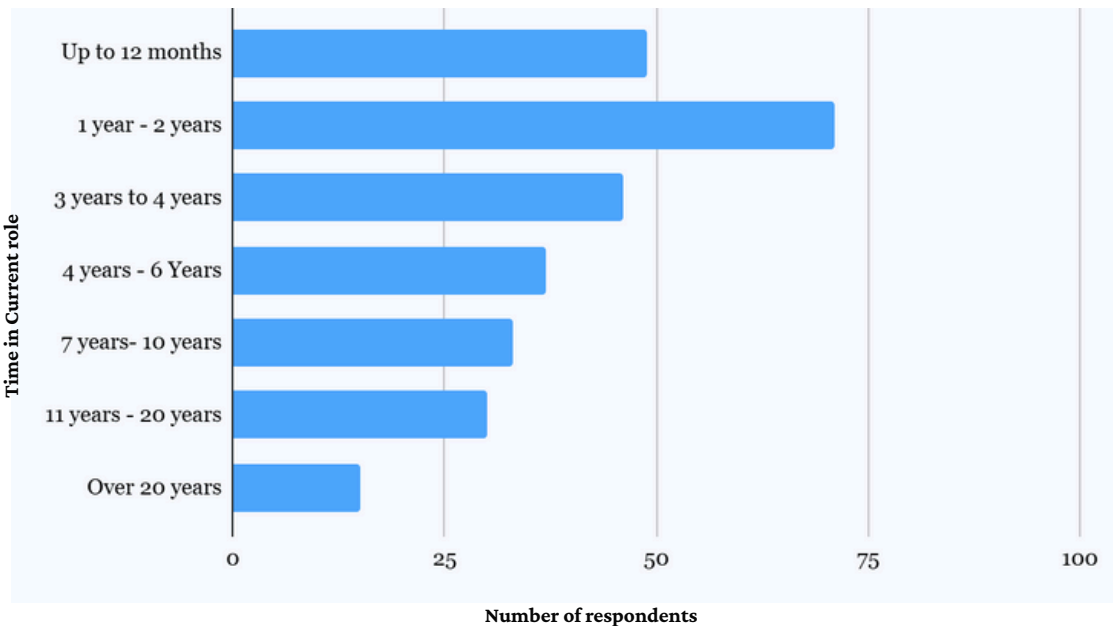

City of Work

While respondents are globally distributed, London was shown to be the dominant employment hub. Secondary clusters appear across the Middle East, Europe, Asia and Africa. The geographic spread underscored the international nature of the respondent base and the mobility of Real Estate talent.
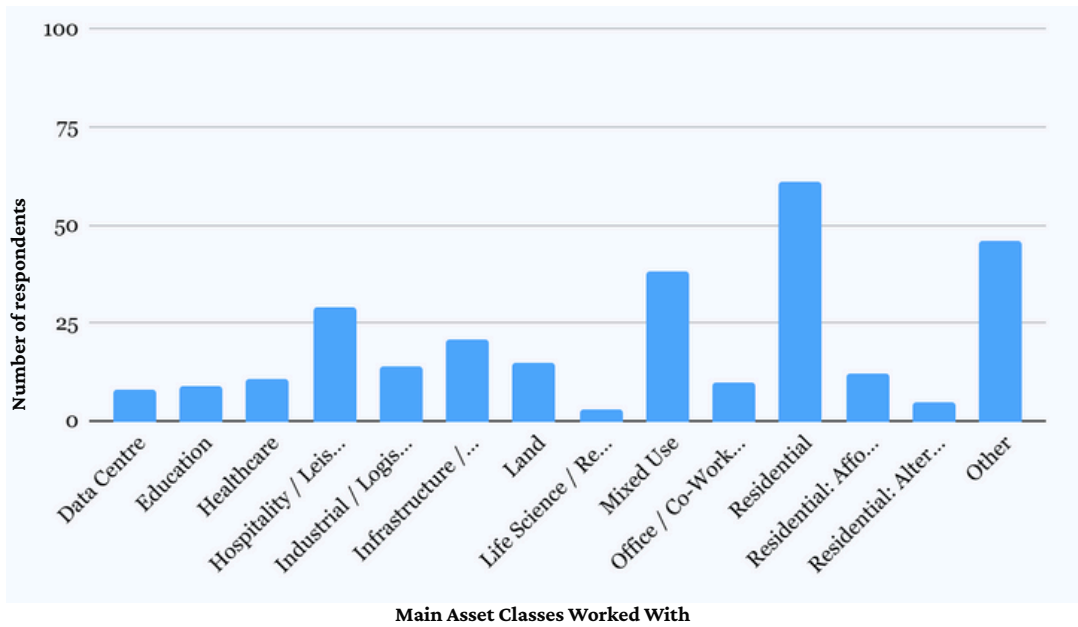
Time in Current Role

Most respondents have been in their current role between one to three years, suggesting a relatively stable workforce with moderate levels of movement. Tenure distribution supports our insights on mobility and promotion expectations.
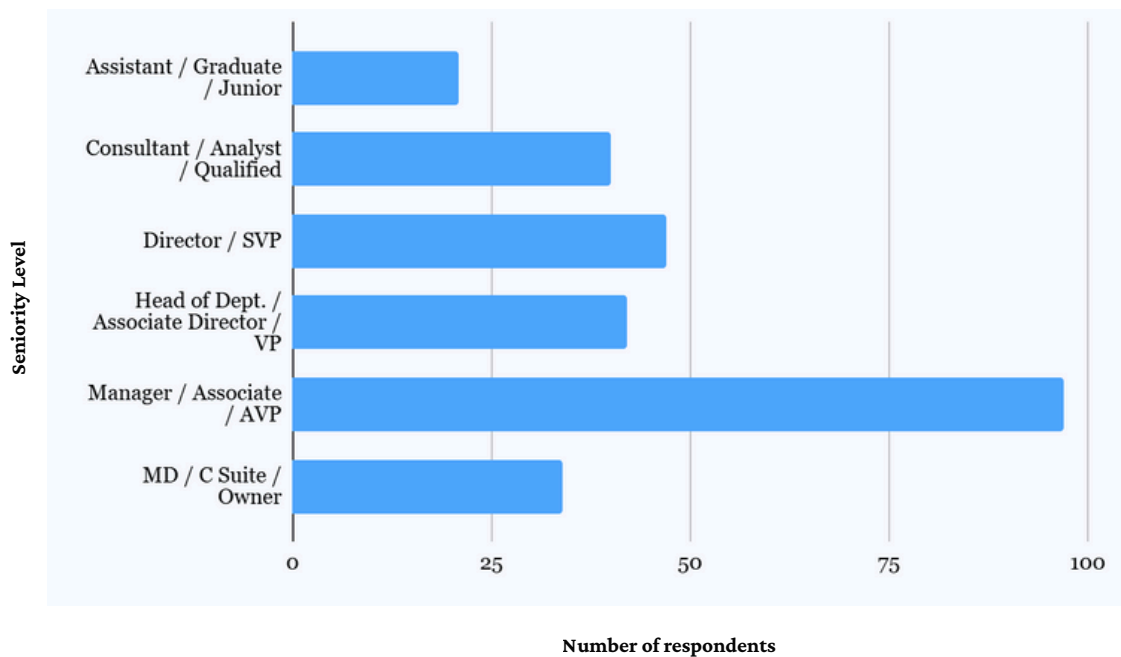
Main Asset Classes Worked With

Residential-related asset classes dominate the dataset, followed by mixed-use, hospitality, logistics and infrastructure. This pattern reflects ongoing global investment trends and the diversification of Real Estate roles beyond traditional commercial sectors.

Main Asset Classes Worked With

Seniority Level

The sample includes a balanced spread of junior, mid-level and senior professionals, enabling meaningful comparison across experience bands.

Senior leadership is also represented, providing insight into top-tier compensation structures.
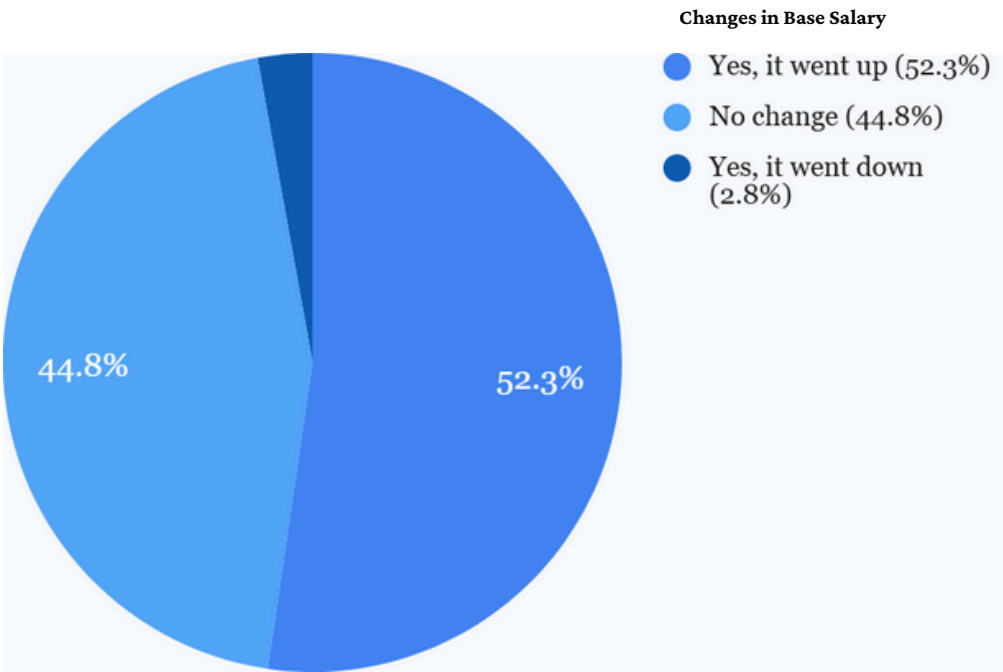

Number of respondents

Salaries & Compensation

Salary levels span a wide range, reflecting both geography and seniority – from early-career packages to senior leadership remuneration. This section looks at base salary, currency of pay, recent changes and bonus structures.

Base Salary Distribution

Base salary ranges vary significantly, reflecting differences in geography, seniority and organisational scale. The distribution skews toward mid-range earnings, but the presence of both very high and very low salaries demonstrates the broad spectrum of roles captured in the survey.

Changes in Base Salary in the Last 12 Months?

More than half of respondents report a salary increase, signalling positive employer recognition despite broader economic pressures. However, a substantial minority saw no change, reflecting budget constraints in some markets.

Changes in Base Salary

- Yes, it went up (52.3%)
- No change (44.8%)
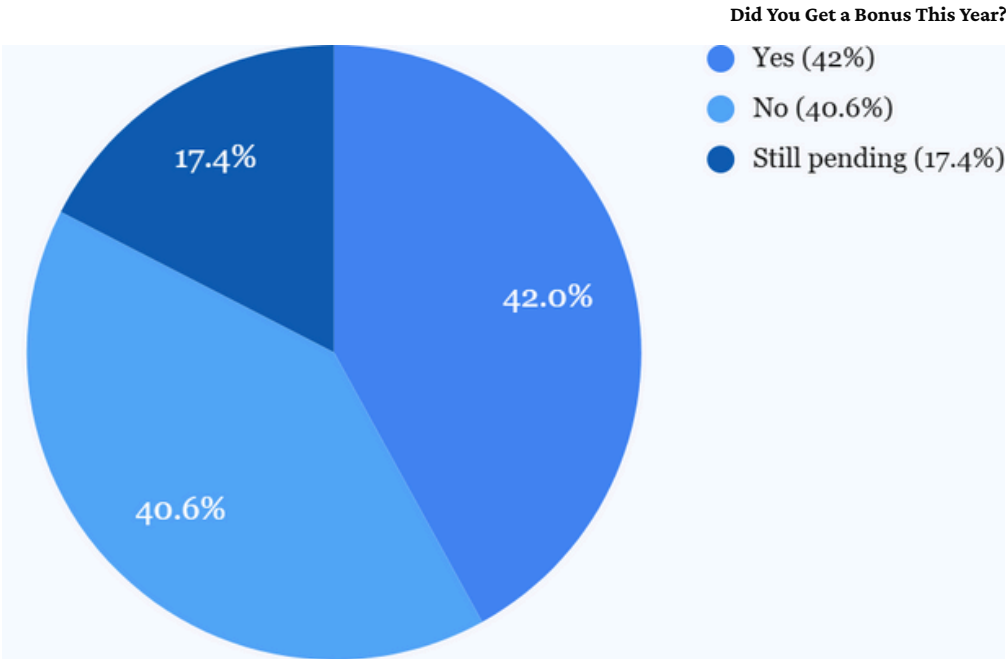- Yes, it went down (2.8%)

44.8%　　52.3%

Bonus Level

Bonus structures vary widely, from no bonus to performance-linked packages exceeding 40%. The distribution suggests significant inconsistency across firms regarding bonus philosophy and reward culture.
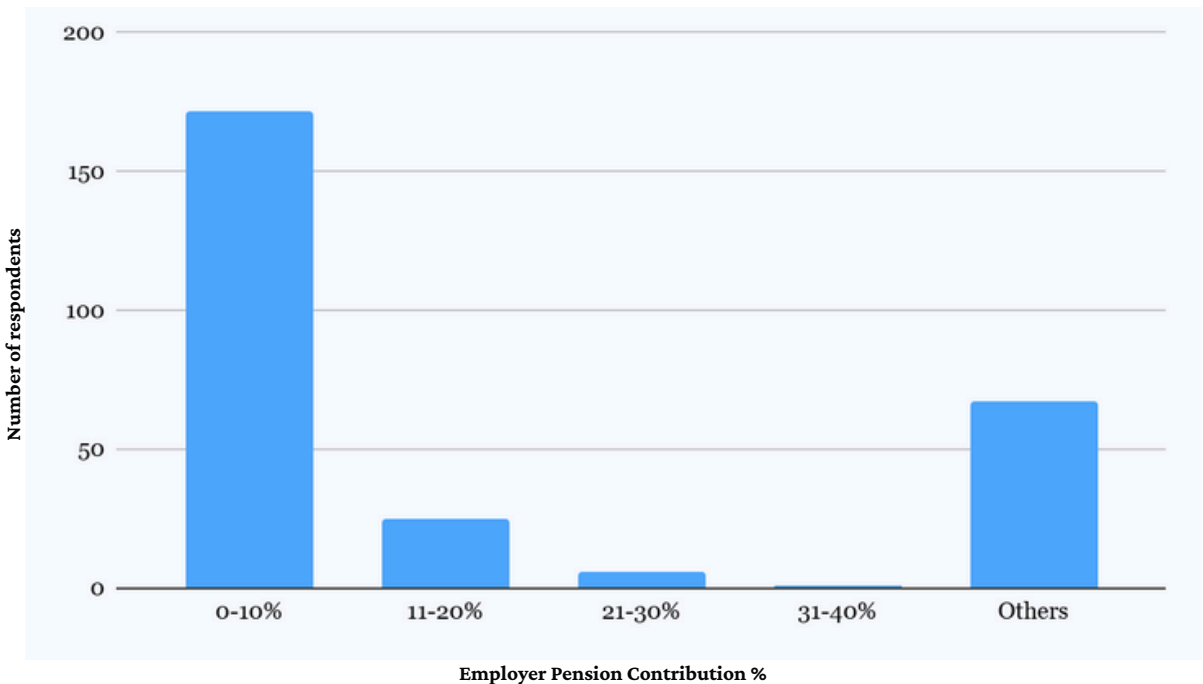
Did You Get a Bonus This Year?

A majority confirm receiving a bonus, indicating that performance-related pay remains an important component of total compensation. Nonetheless, a notable segment received no bonus, reflecting divergent employer reward strategies.

Did You Get a Bonus This Year?

- Yes (42%)
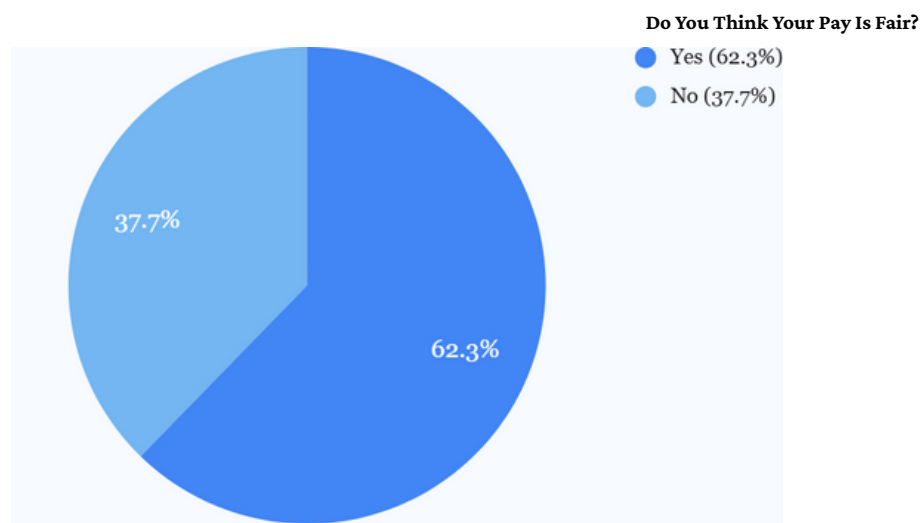- No (40.6%)
- Still pending (17.4%)

17.4%

42.0%

40.6%

Employer Pension Contribution %

Employer pension contributions vary from statutory minimums to highly generous packages. The spread highlights a lack of standardisation in long-term reward structures across the industry.

Number of respondents

Employer Pension Contribution %

Do You Think Your Pay Is Fair?

Most respondents view their pay as fair, but a sizeable minority disagree. This perception gap is strongly linked to retention and mobility risk, reinforcing the need for transparent compensation frameworks.
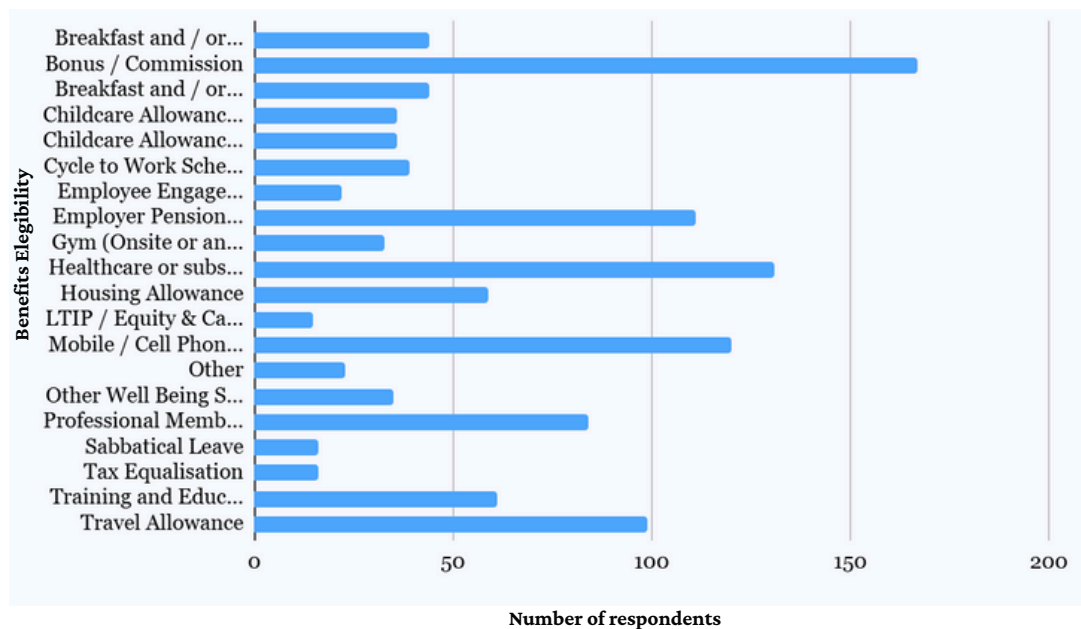

Benefits & Rewards

Beyond salary and bonus, employees place growing importance on their wider benefits package. In this survey, the average satisfaction score with benefits is 3.2 out of 5. The charts below summarise eligibility, satisfaction and what respondents would most like their organisation to offer.

Benefits Eligibility

Eligibility varies considerably, with the most common benefits being pension contributions, healthcare, and bonus schemes. More specialised benefits such as LTIP, equity or subsidies are less widely offered but highly valued.
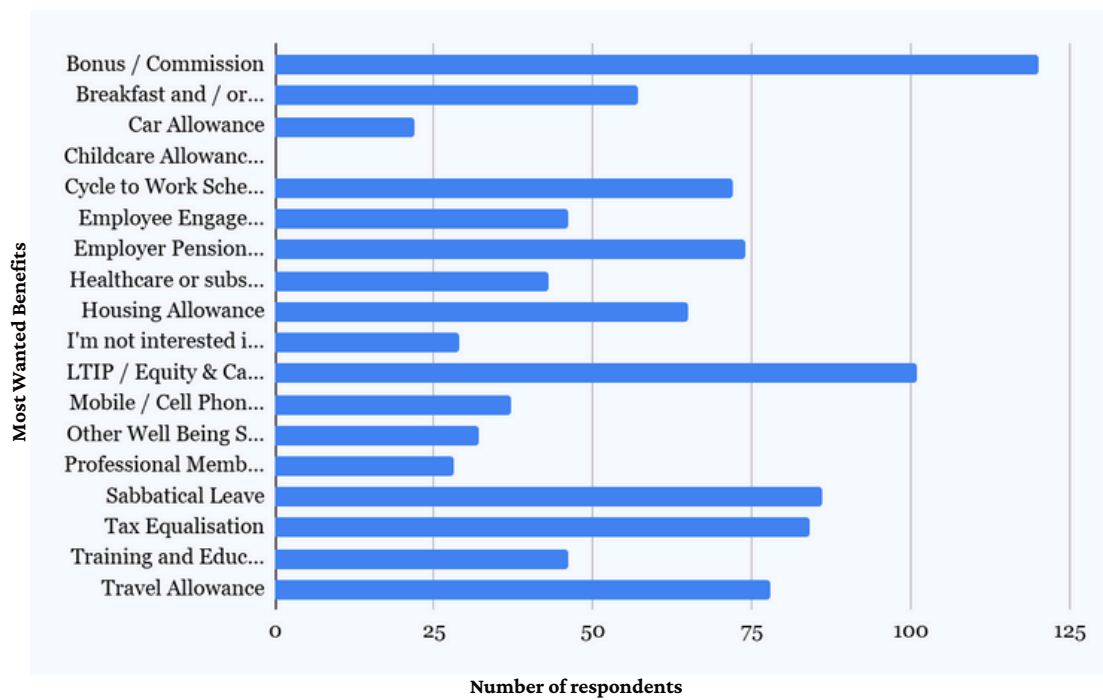
Below shows the top number of of benefits:

Benefits Satisfaction (1–5)

Most respondents rated their benefits in the middle range, with the largest number choosing 3 or 4. This shows that people feel their benefits are "okay," but not great. Only a smaller group rated their benefits as a 5, meaning they are very satisfied, while some gave low scores of 1 or 2, showing they are unhappy with what they receive.

Overall, the results suggest that many people would like better benefits — especially around things like work-life balance, health and wellbeing support, and financial help. Improving these areas could make a noticeable difference to how satisfied employees feel.
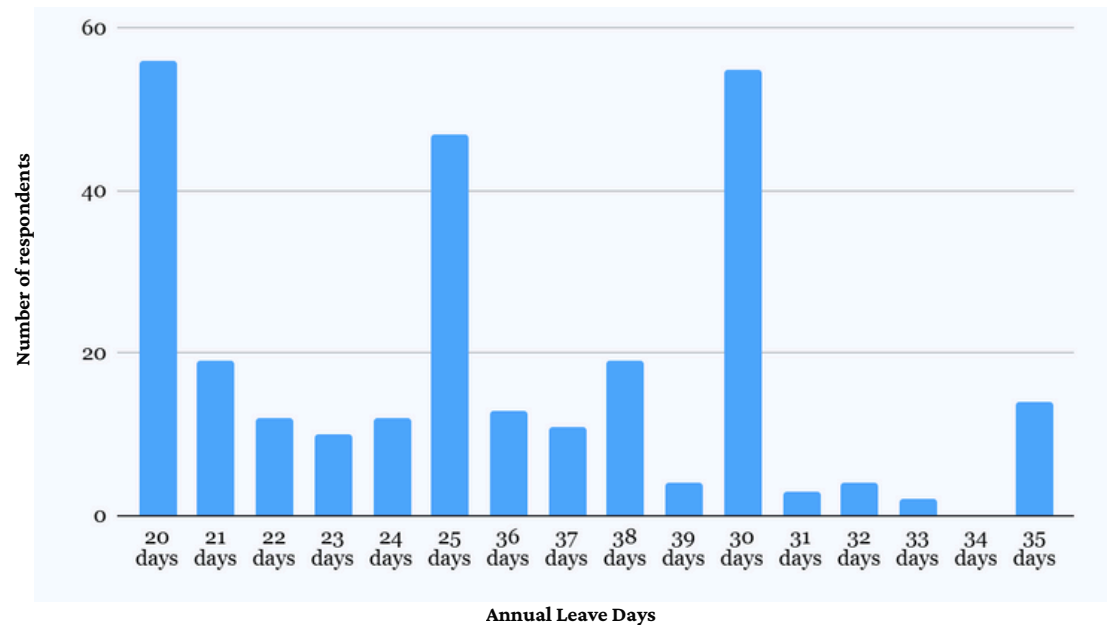
Most Wanted Benefits

Healthcare, enhanced leave, flexible working, and pension improvements rank among the most sought-after benefits. The results highlight a shift toward holistic wellbeing and work-life balance, rather than purely financial rewards.
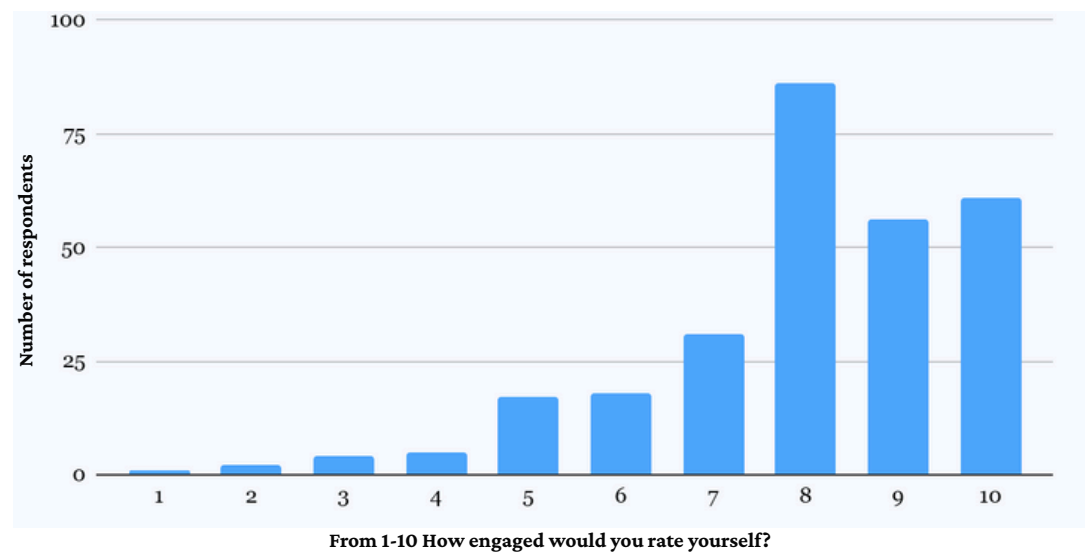
Annual Leave Days (Excluding Bank Holidays)

Annual leave allowances vary, though the majority fall within standard ranges. Large variations indicate differing employer policies influenced by geography and seniority.

Annual Leave Days
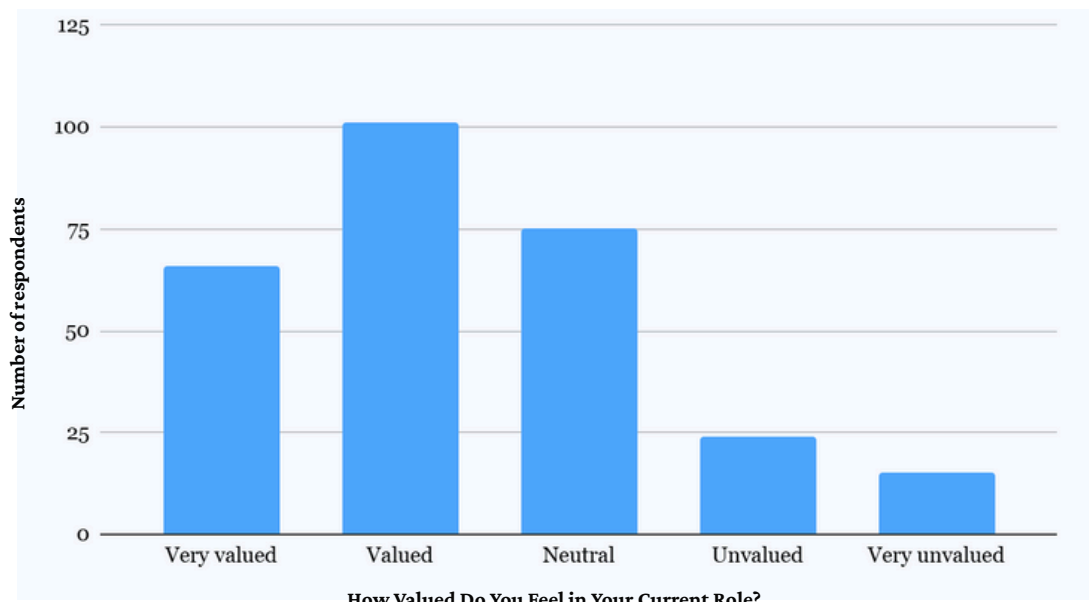
Engagement, Culture & Working Patterns

Self-rated engagement with current roles is relatively high, averaging 8.0 out of 10, but scores span the full range. Working patterns and culture play a central role in shaping this experience.

High engagement correlates with progression opportunities and management quality, while lower scores often reflect workload pressures or cultural misalignment.

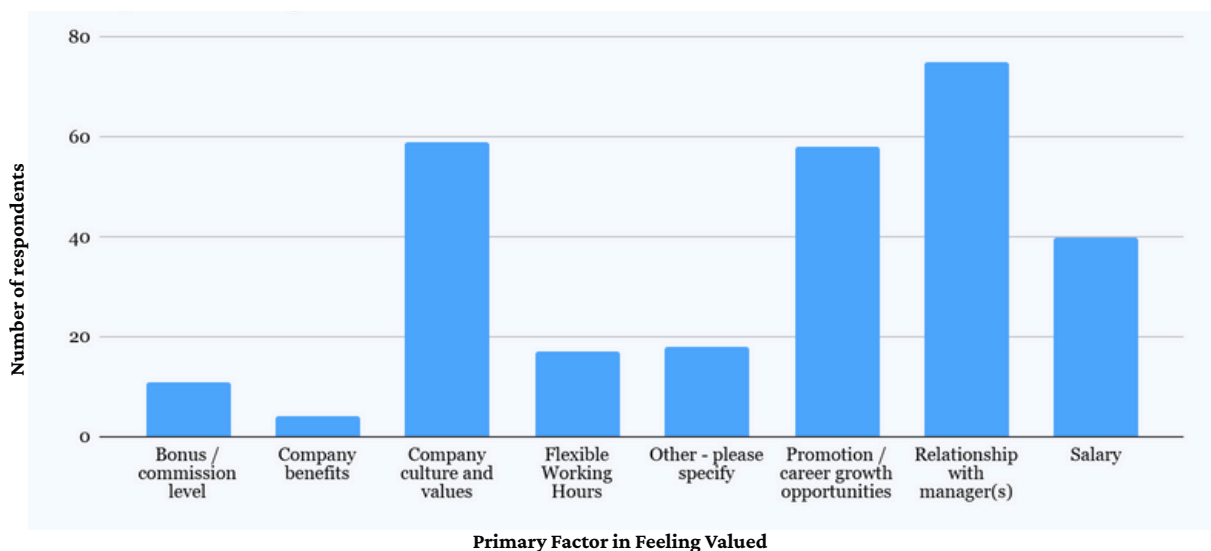From 1-10 How engaged would you rate yourself?

How Valued Do You Feel in Your Current Role?

Most respondents feel moderately to highly valued, but a significant minority feel undervalued or neutral —often a precursor to job-seeking behaviour. Recognition and communication appear central to perceived value.

How Valued Do You Feel in Your Current Role?

Primary Factor in Feeling Valued

Recognition, progression and supportive leadership top the list of drivers. The results reinforce that feeling valued is shaped more by management behaviour than by pay alone.

Primary Factor in Feeling Valued

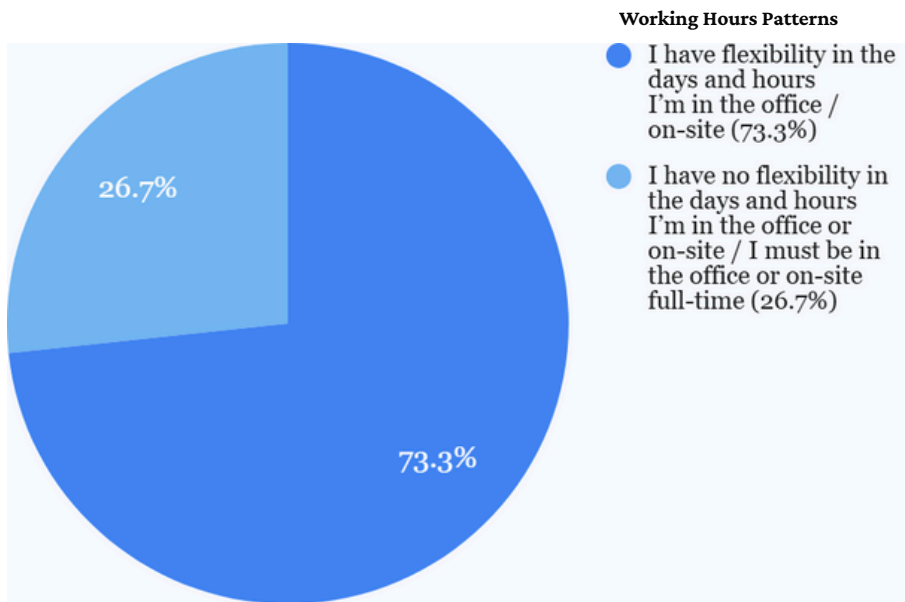# What Respondents Most Value in Their Role / Organisation

Culture, flexibility, and meaningful work are leading priorities. This underscores a shift away from purely financial drivers toward broader quality-of-life considerations.

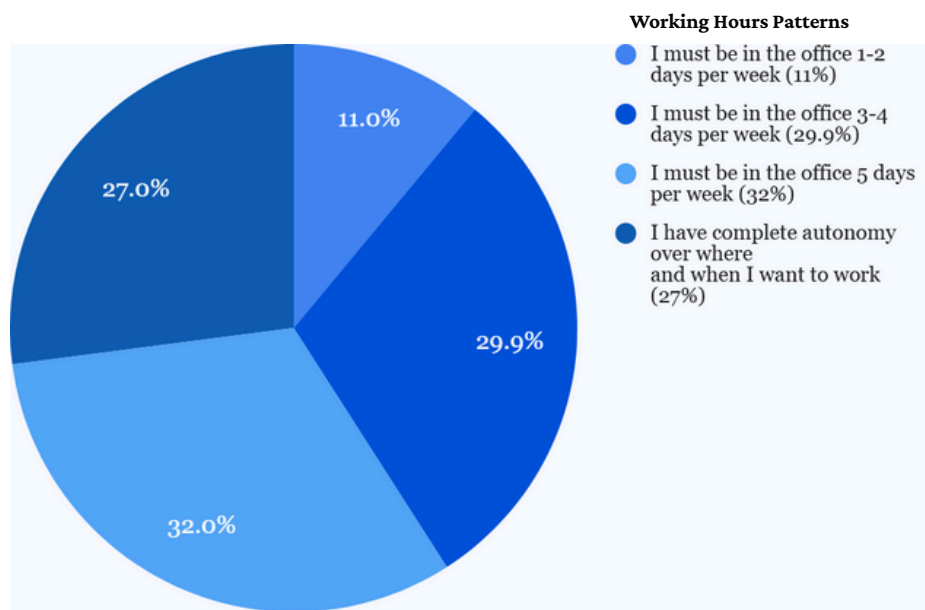**What Respondents Most Value in Their Role / Organisation**

Working Hours Patterns

Most respondents work standard full-time hours, though extended hours are common in certain functions. Variations often reflect role type and market demands.

Office / Hybrid Working Pattern

Hybrid working dominates, mirroring post-pandemic norms. Fully remote roles remain a minority but are more common in tech-enabled functions.

Working Hours Patterns

- I must be in the office 1-2 days per week (11%)
- I must be in the office 3-4 days per week (29.9%)
- I must be in the office 5 days per week (32%)
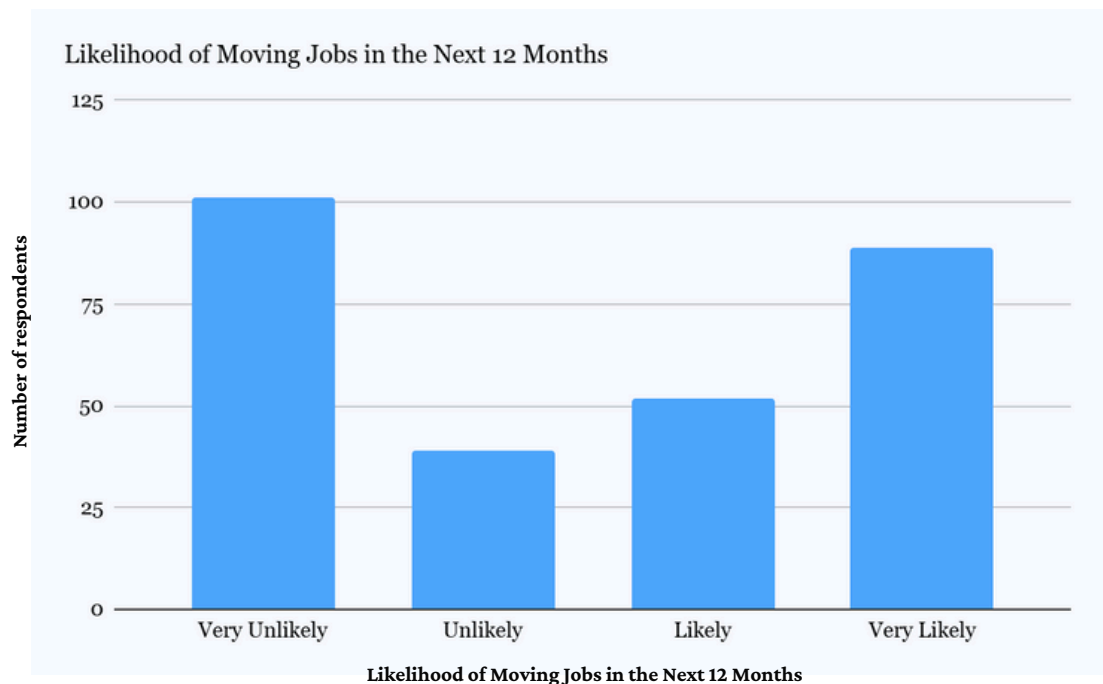- I have complete autonomy over where and when I want to work (27%)

Mobility & Career

Career mobility remains high. Many respondents expect to move roles or progress internally over the coming year. International mobility is also a feature of the sample, with some respondents working overseas from their home country.
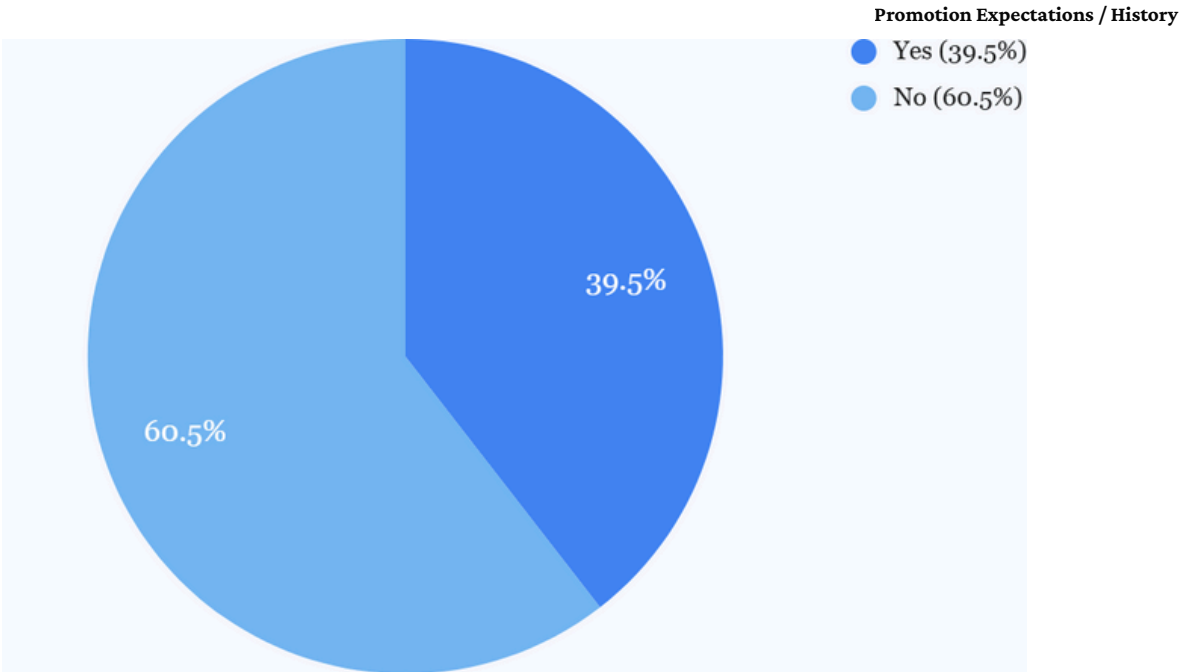
Likelihood of Moving Jobs in the Next 12 Months

Two-thirds of respondents expect to change roles within the year. This high mobility intent signals a competitive market for talent and potential retention challenges for employers.

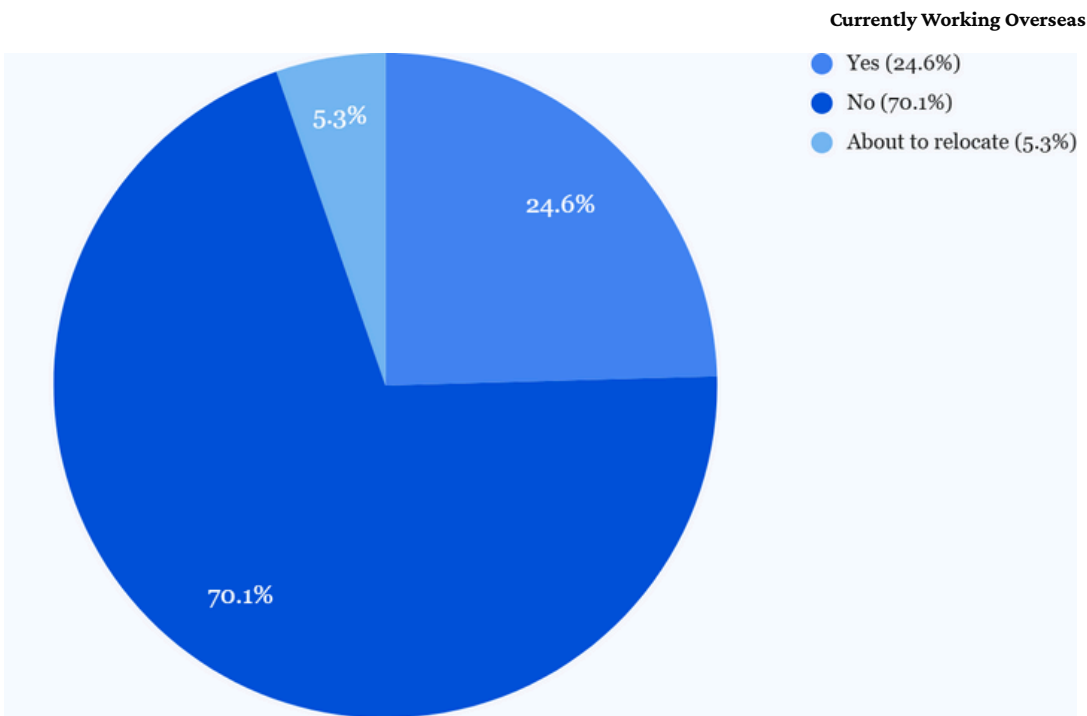**Likelihood of Moving Jobs in the Next 12 Months**

Promotion Expectations / History

A strong majority believe they are overdue a promotion or expect one soon. This reflects ambitions for career progression and may intensify internal mobility pressure.

Promotion Expectations / History
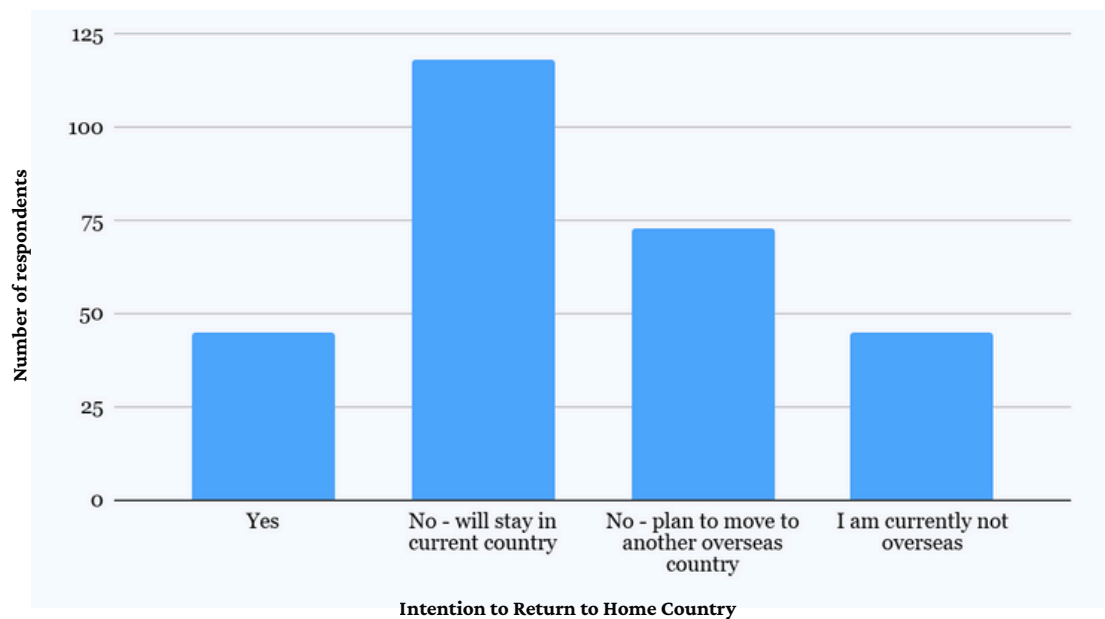
- Yes (39.5%)
- No (60.5%)

39.5%

60.5%

Currently Working Overseas from Home Country

A notable portion of respondents are working internationally, reflecting the global nature of the sector and the mobility of real estate professionals.

Currently Working Overseas

- Yes (24.6%)
- No (70.1%)
- About to relocate (5.3%)

5.3%

24.6%

70.1%

Intention to Return to Home Country

Among those abroad, return intentions vary, with many undecided. This suggests long-term expatriate placements are common.

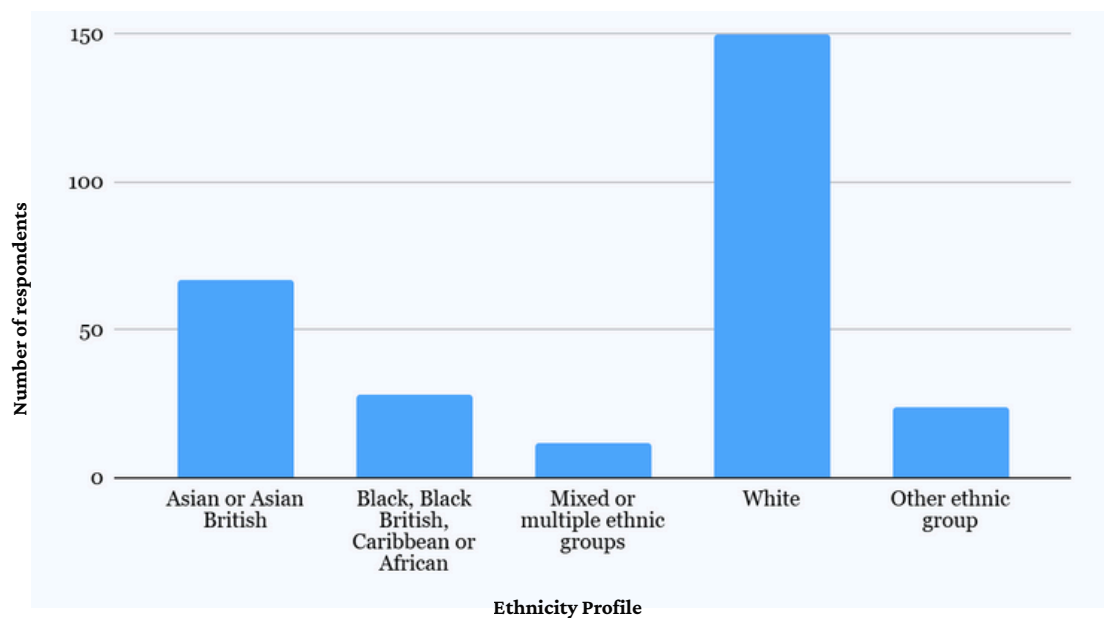**Intention to Return to Home Country**

Diversity, Equity & Inclusion

The survey captures a range of demographic indicators including ethnicity, nationality, religion, sexuality, disability and neurodiversity. These provide a broad view of representation across the sample.
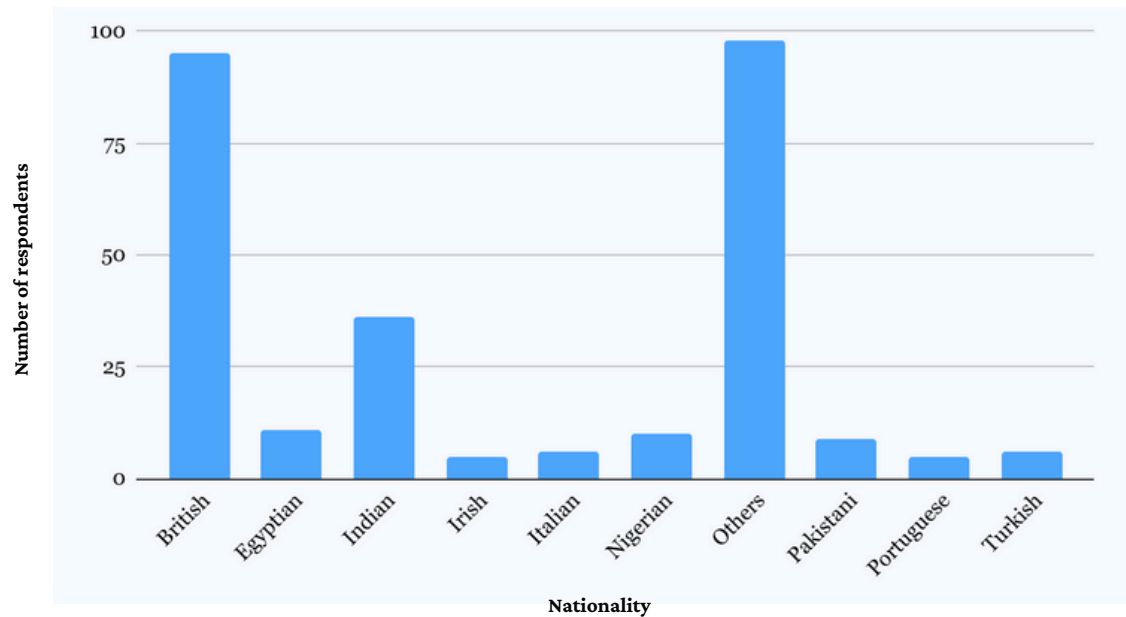
Ethnicity Profile

The ethnicity mix shows a diverse respondent group, though representation varies across regions. Employers must continue efforts to ensure diversity is reflected at all seniority levels.
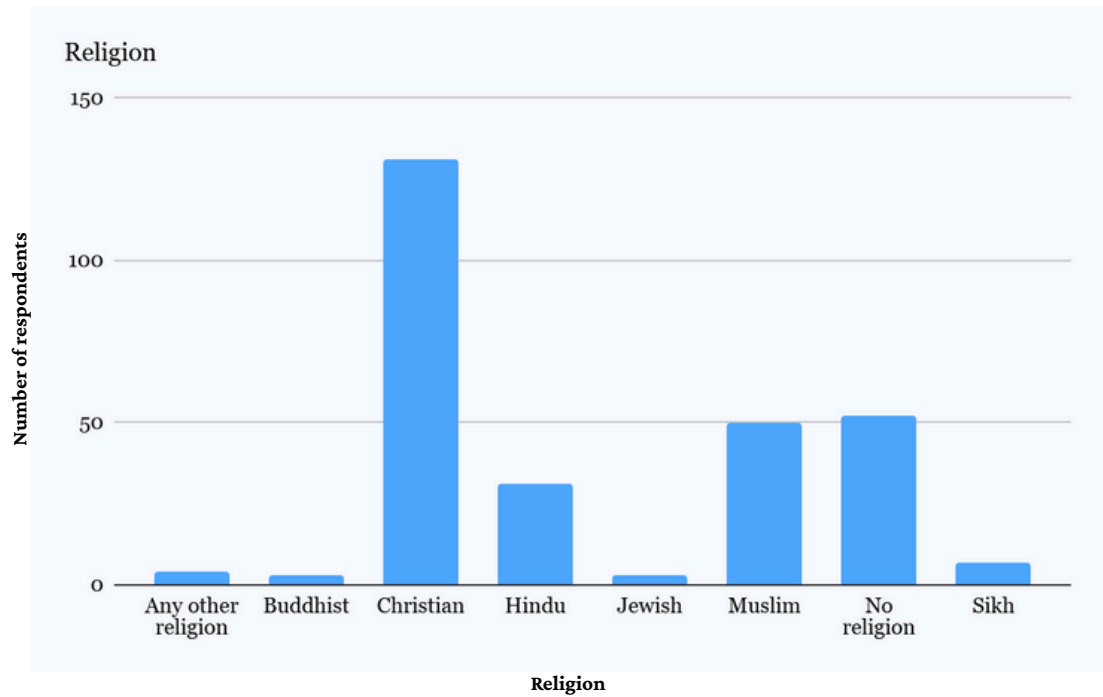

Ethnicity Profile

Nationality

The survey includes a wide spread of nationalities, demonstrating the international career mobility of real estate professionals and the global appeal of the sector.
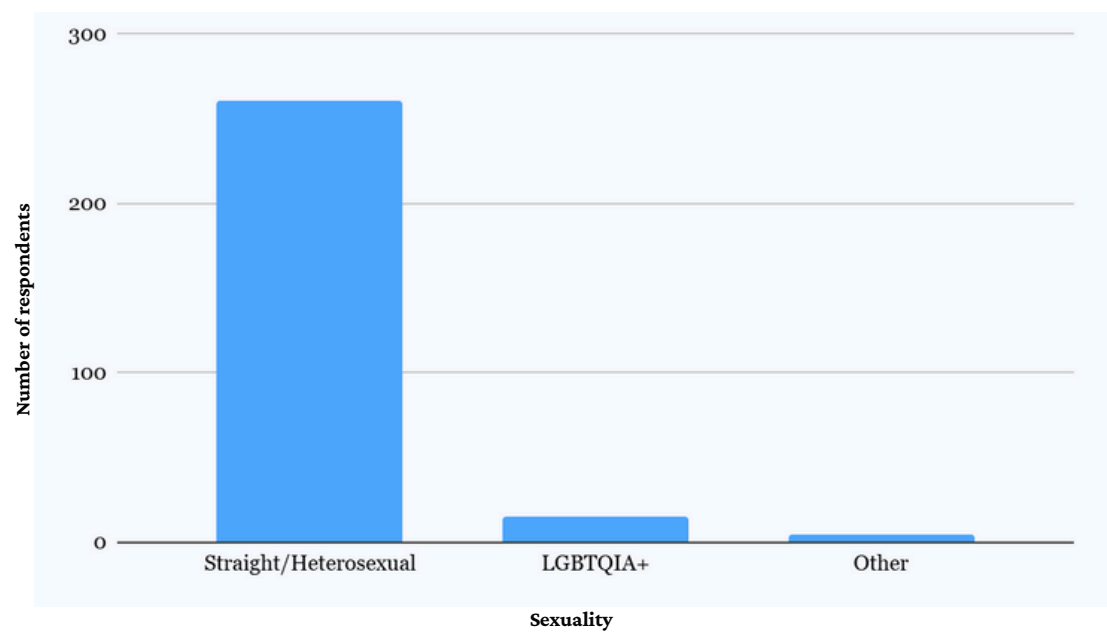

Religion

Religious representation is broad, reflecting the cultural diversity of the respondent pool.
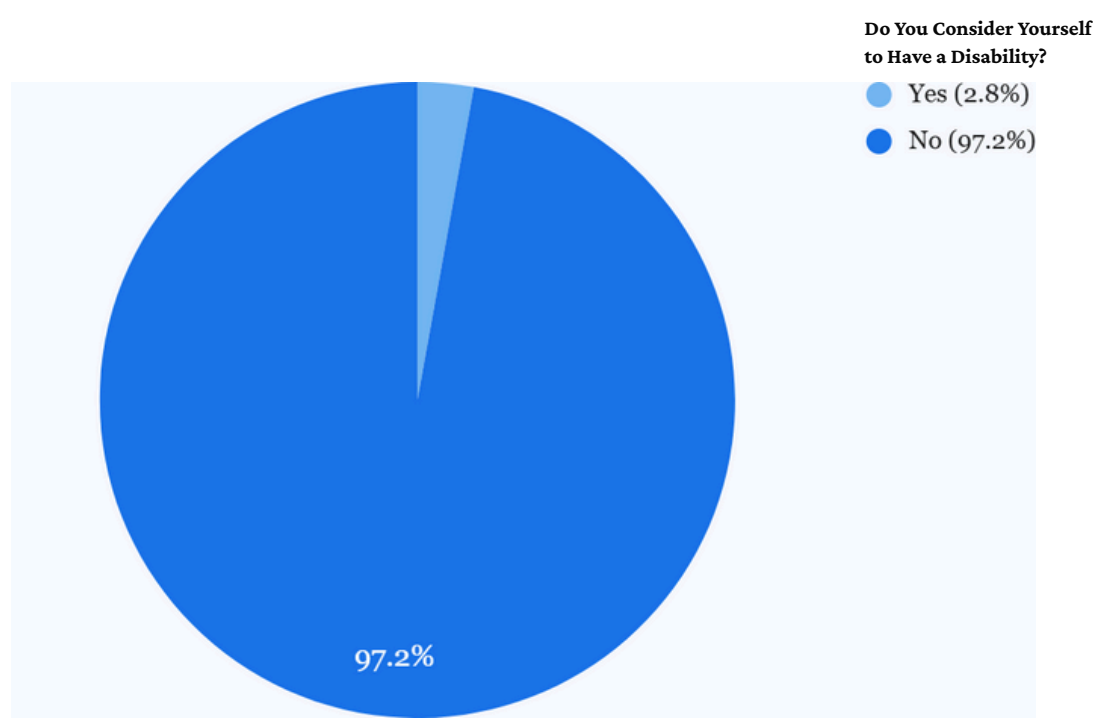
Sexuality

Responses indicate a mix of orientations. Visibility and inclusiveness remain important priorities for employers.
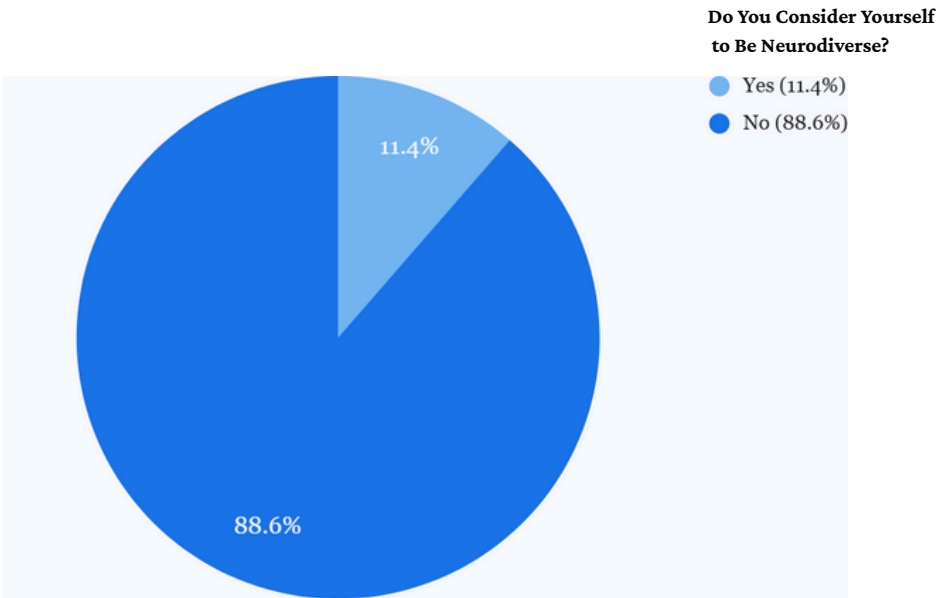

Do You Consider Yourself to Have a Disability?

A small yet meaningful proportion identify as having a disability or being neurodiverse. Inclusive workplace practices remain important to accommodate a diverse workforce.

Do You Consider Yourself to Be Neurodiverse?

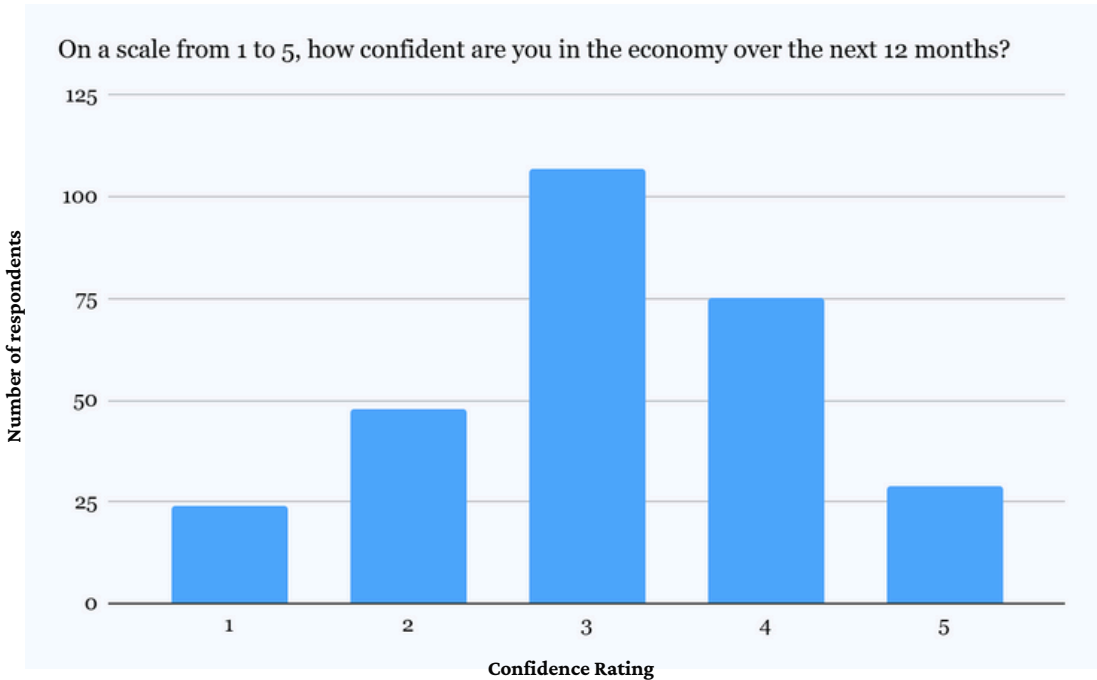Yes (11.4%)
No (88.6%)

11.4%

88.6%

Outlook & Sentiment

Confidence in the broader economy averages 3.1 out of 5, while confidence in respondents' main asset class is slightly higher at 3.4 out of 5. Respondents express cautious optimism: they recognise macro headwinds but also see opportunity in specific markets and strategies.

Confidence in the Economy (1–5)

Confidence levels are cautious, sitting slightly above midpoint. Respondents recognise macroeconomic pressures but do not anticipate severe downturns.

Confidence in Main Asset Class (1–5)

Confidence is stronger in respondents' direct areas of expertise than in the broader economy. This suggests that while market uncertainty persists, professionals see tangible opportunity in their specific asset classes.

On a scale from 1 to 5, how confident are you in the economy over the next 12 months?

Number of respondents

Confidence Rating

Key Takeaways

- Pay progression has continued for many, but a sizeable minority have seen no change in base salary.
- Perceptions of pay fairness and benefits adequacy are mixed, which may drive higher mobility.
- Engagement scores are relatively strong, yet a large share of respondents are open to moving roles
- Feeling valued is closely linked to recognition, progression and management quality, not just pay.
- Confidence in individual asset classes is stronger than confidence in the wider economy, suggesting a selective but active market for talent.

Conclusion

Overall, the results show a workforce that is committed, ambitious and willing to move for the right opportunity. While many respondents have seen pay growth and feel generally engaged in their roles, there are clear signs that employers need to do more to retain talent. Fair pay, better benefits and stronger recognition consistently appear as areas where improvements would make the biggest difference.

Despite uncertainty in the wider economy, confidence remains steady at the asset-class level, which suggests continued activity and demand for skilled professionals. As competition for talent grows, organisations that invest in people—through clearer progression, supportive management and meaningful benefits—will be better placed to attract and keep the strongest performers.

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