RIBA Business Benchmarking 2024

Report prepared for RIBA
by The Fees Bureau

The Fees BUREAU

RIBA
Architecture.com

Contents

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Our thanks go to all RIBA Chartered Practices for taking the time to participate in this year's survey.

Introduction

Architectural practices see continued revenue growth but face profit challenges amid rising costs.

RIBA Chartered Practices are experiencing a second consecutive year of impressive growth, with total revenue rising by 13 per cent over the past 12 months. This follows last year's remarkable 17 per cent increase, bringing total revenue to over £4 billion for the first time. While average revenue in all practice sizes has grown, mid-sized practices, particularly those with between 10 and 50 staff, have enjoyed the largest boost to their average revenue, with increases exceeding 20 per cent. Larger firms, with over 100 staff, also saw an 11 per cent rise in average revenue, contributing significantly to this upward trend.

This continued financial success is encouraging, but it is tempered by a steep rise in expenditure, which is cutting into profits. Payroll, which makes up about half of all practice costs, is the primary driver of this increase in spending. In most practice size groups, average payroll expenses have grown faster than average revenue, creating a squeeze on profit margins for the second year running. As a result, despite the revenue boost, overall profits earned by all RIBA Chartered Practices have declined by 2 per cent.

Larger practices, particularly those with 100+ staff, have seen the sharpest decline in average profit margins. While these firms still generate high revenues per employee, their costs - especially in payroll and other operational expenses - have risen faster than income, leading to diminishing returns. In smaller practices, however, the picture is somewhat more balanced. Some practice sizes have managed to maintain or even increase average practice profits, although when measured as a percentage of revenue, average profit margins across all practice sizes are lower than last year.

International work is emerging as a real success story. Revenue from work outside the UK has surged by 25 per cent this year alone. This marks the second consecutive year of strong growth in overseas work, particularly from the European Union (EU). The EU now accounts for nearly half of all international work and the overall contribution of international projects to total practice revenue has almost doubled in two years. Larger practices, particularly those with 100+ staff, dominate this sector, earning over 80 per cent of all international revenue. While the volume of work from the EU has grown, work from traditional markets such as Asia and the Middle East has declined in both volume and share of total revenue.

Despite the pressures of rising costs, RIBA Chartered Practices remain optimistic about the future. Practices forecast an average revenue growth of 8 per cent in the coming year. This predicted increase is driven by both a 5 per cent rise in staff numbers and a 4 per cent increase in hourly charge-out rates. Together, these projections imply a continued focus on productivity gains.

Looking ahead, challenges remain. The economic environment, including inflationary pressures and planning delays, is seen by many practices as having a major effect on whether or not profitability can be increased. However, practices are exploring new strategies, such as adopting flexible working practices and expanding into new sectors, to enhance profitability. Embracing new technology is another area of interest, particularly for smaller practices looking for ways to improve efficiency.

This year's survey suggests that while RIBA Chartered Practices are enjoying a period of robust revenue growth, the sharp rise in expenditure, particularly payroll costs, is constraining profit margins. Practices are optimistic about further revenue growth in the near term, driven by increased staffing and higher hourly rates. However, the ability to manage costs and improve productivity will be key to sustaining financial health in the long run.

The volume of international work has doubled in two years, including a big increase in work from the EU


CRUSADER

Welcome to the 2024 RIBA Benchmarking Report

This year's RIBA Benchmarking findings show a profession that is continuing to grow. Recovery from economic instability, political flux, and the pandemic and its aftermath is ongoing.

The stand-out figures from this year's Benchmarking report include:

- overall revenue up again (by 13 per cent), topping £4 billion for the first time
- overseas income growth accelerating, up by 25 per cent to reach over £900 million
- with an 8 per cent increase, Chartered Practice staff now number more than 40,000
- average pay continues to rise for most categories of staff.

While there are still significant pressures on the profession, RIBA Chartered Practices have again demonstrated business resilience that results in success. Rather than suggesting a profession in existential decline, the data instead shows one that is growing, in both size and international presence, and contributing strongly to the UK's creative economy and post-Brexit global trade.

Rising revenue has not, however, brought higher profits. Upward pressures on practice costs, coupled with downward pressure on project fees, have suppressed practice profit growth.

The profession has also had to overcome external challenges – most notably ongoing delays in the planning process, low client confidence, raised interest rates and a weak general economy. There are early signs of some of these challenges easing in the coming months, as interest rates are set to fall further and economic growth (albeit modest) to return. That said, new sources of political and economic uncertainty are never far away – the recent US Presidential election result being just one example.

A word on smaller practices. RIBA's monthly monitoring of the profession's outlook, RIBA Future Trends, has suggested that the past 12 months have been most challenging for smaller practices (those with ten or fewer staff). The Benchmarking data confirms this. While practices with more than ten staff have typically seen revenue growth exceed 10 per cent, this pattern has not been matched in smaller practices, which have struggled to see revenue keep pace with inflation. With early signs of a recovering housing market, 2025 may be kinder. This seems to be the view of smaller practices themselves, with the smallest being the most optimistic about revenue growth in the coming year.

The RIBA Business Benchmarking service continues to evolve. This year brings a new set of dynamic visualisations that present your practice data alongside the average of similar practices, making it easier to assess your relative performance, whether by region or size. Log in to RIBABenchmark.com to access the interactive data.

A personal and sincere thank you goes to all RIBA Chartered Practices for making this report possible by each completing their Benchmarking returns. The report is invaluable to RIBA in our shared work of promoting the value of the profession to the Government and beyond.

Thank you also to the practices who kindly shared project pictures for inclusion in this report.

Finally, thanks to our Benchmarking partners, The Fees Bureau and Purple Frog.

As always, please get in touch with any questions at bench@riba.org.

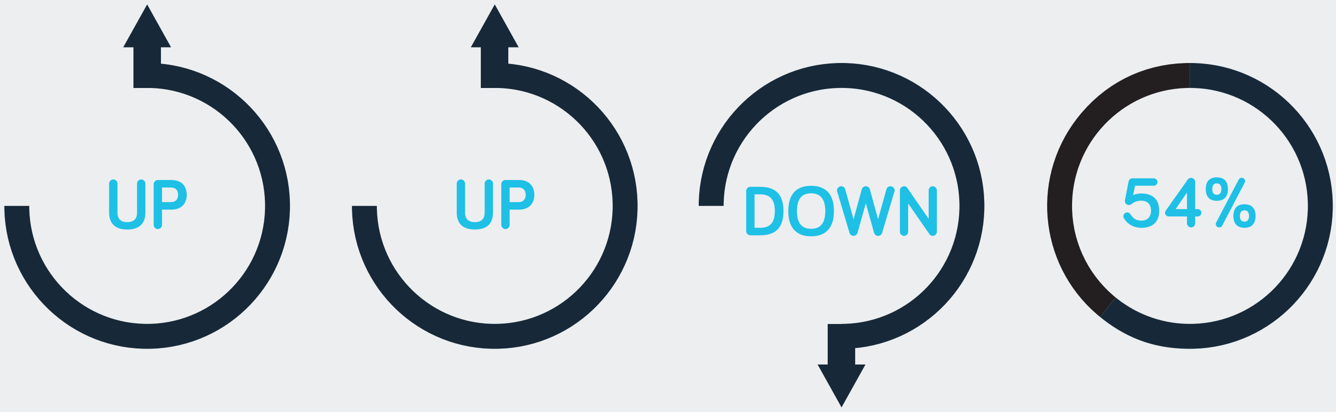
Adrian Malleson

Head of Economic Research and Analysis
Royal Institute of British Architects

RIBA

Crusader Works | Architects: shedkm | Photograph: Daniel Hopkinson

Another strong rise in practice revenue but profit margins tighten



Revenue up by **13%** to **£4.0bn**

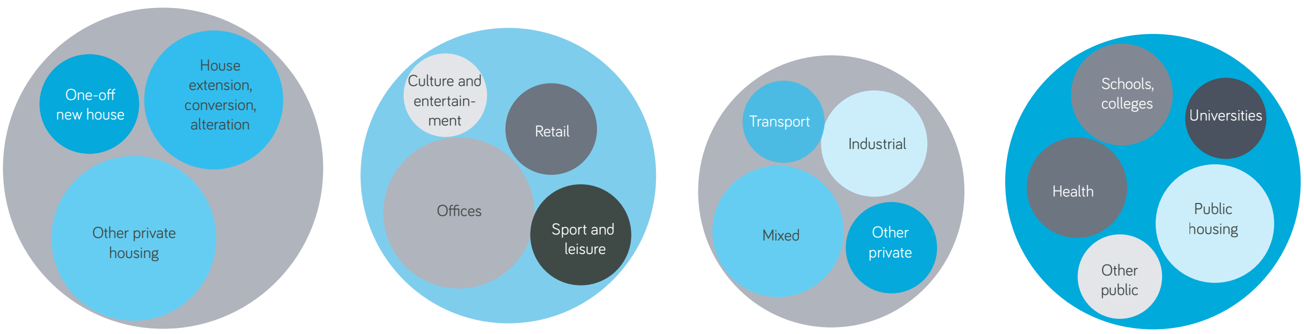
Average revenue per practice

Profits as % of revenue

Payroll as % of total expenditure

Private housing work dominates in small practices

27% of all revenue comes from private housing.
For practices with **<10 staff** the figure is **more than 50%**.



Private housing **£1,100m**

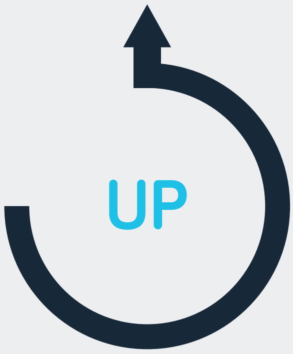
Commercial **£1,000m**

Mixed and other **£800m**

Health, education, public **£1,100m**

All work in 2024: £4,000m

Workforce expands amid widespread salary increases



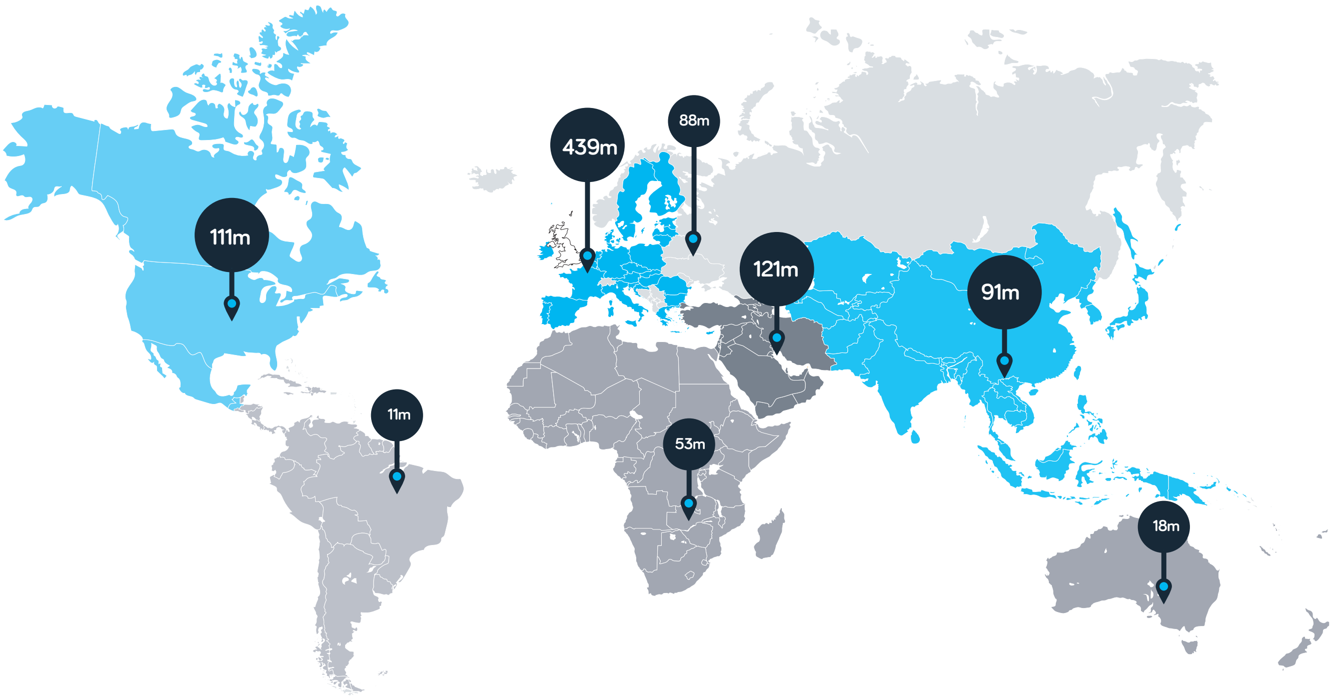
Staff numbers rise to **40,800**

Proportion of female staff is **39%**

- Partners/Directors/Sole Principals
- Salaried Partners & Directors
- Associates
- Architects (all levels)
- Technologists
- Assistants (Part 2)
- Assistants (Part 1)
- Office management, support & admin

Major growth in international work

81% of international work is from practices with 100+ staff, totalling **£934m.**



Key benchmarks in 2024

Practice

Practice size (number of full-time equivalent (FTE) staff)

	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+
RIBA Chartered Practices								
Number of practices	994	572	644	808	348	248	69	55
% partnerships or LLPs	2	13	14	9	10	17	13	21
% limited companies	69	77	83	89	89	82	83	77
Offices								
% with office(s) outside UK	1	1	2	2	4	6	21	46

Team

	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+
Staffing								
Number of staff	934	1,145	2,240	5,415	4,753	7,322	4,779	14,208
Diversity								
% female	21	37	36	34	37	40	40	40
% male	79	62	64	65	63	60	60	59
% non-binary/other	<1	1	<1	1	<1	<1	<1	<1
% white	94	93	89	89	88	86	84	77
% mixed/multiple ethnic groups	1	2	2	3	3	2	2	3
% Asian/Asian British	3	3	5	5	5	8	8	11
% Black/African/Caribbean/Black British	1	1	2	2	2	2	3	3
% other ethnic group(s)	1	1	2	1	3	2	2	7

Finances

	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+
Revenue								
Average revenue per practice	60,200	100,200	201,000	444,500	1.3m	3.0m	6.6m	32.7m
Average revenue per Partner/Director/Sole Principal	69,400	70,400	138,000	253,500	596,300	916,000	1.4m	2.3m
Average revenue per all fee-earning staff	62,600	56,900	71,400	77,900	112,000	118,600	112,800	134,600
Expenditure and profits								
Average expenditure per practice	31,000	57,000	127,000	331,000	954,000	2.3m	5.5m	28.4m
Average profits per practice	26,000	39,000	61,000	95,000	250,000	412,000	640,000	2.6m

Compared with all RIBA Chartered Practices Below average Average Above average

Key benchmarks in 2024

Salaries

	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+
Salaries								
Partner/Director/Sole Principal	29,600	34,000	45,285	54,385	71,483	98,756	107,000	142,439
Associates	n/a	n/a	45,000	46,000	51,500	53,500	59,585	61,899
Architect (5+ years ARB registered)	n/a	n/a	40,800	42,500	45,000	45,584	45,275	49,011
Architect (3-4 years ARB registered)	n/a	n/a	n/a	38,500	40,000	40,500	41,658	43,720
Technologists	n/a	n/a	n/a	35,500	36,000	36,700	39,178	42,817
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a	n/a	33,900	34,500	33,880
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a	n/a	25,000	25,571	26,000

Markets

	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+
Projects worked on in 2024								
Average number of projects	14	19	27	49	77	142	158	323
Workload contribution to revenue								
% private housing	80	76	67	55	43	26	16	14
% commercial	8	10	11	16	18	20	28	31
% health, education, public	7	8	12	17	23	37	29	27
% other	5	6	10	12	16	16	27	27
Type of service contribution to revenue								
% building design	85	87	85	84	80	81	78	79
% consultancy	15	13	15	16	20	19	22	21
Work outside the UK								
Average revenue from work outside the UK	1,300	2,800	10,400	14,500	116,900	304,600	521,000	13.8m

Future

	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+
Anticipated changes over the next 12 months								
% change in revenue	+12	+8	+7	+6	+6	+8	+4	+3
% change in expenditure	+5	+5	+8	+6	+7	+8	+2	+3
% change in staff numbers	+6	+5	+9	+5	+3	+3	+2	+1
% change in hourly rates	+3	+5	+4	+5	+4	+5	+3	+3

Compared with all RIBA Chartered Practices Below average Average Above average

1 Practice

3,700

Number of RIBA Chartered Practices

81%

Limited companies

87%

Have one office only

4%

Have offices outside the UK

The Island Quarter, Nottingham | Architects: Jestico + Whiles | Photograph: Christopher Terry

Practice

The number of RIBA Chartered Practices continues to rise, reaching a historically high figure of 3,700.

The distribution of practices is uneven, both geographically and by size. There is a significant concentration of practices in London and a small number of large firms employs a disproportionate share of the overall workforce. Although three-quarters of practices have fewer than ten members of staff, those with over 100 employees make up 35 per cent of the total workforce. Most practices operate from a single office and only a small minority having branch offices outside the UK.

1.1 RIBA Chartered Practices

Most RIBA Chartered Practices are small, but large firms employ a significant proportion of the workforce.

The majority of the 3,700 RIBA Chartered Practices tend to be small, with half employing fewer than five members of staff. However, the largest firms, with over 100 staff, make up a small percentage of practices but employ a substantial proportion of the total workforce.

Chart 1-1

Percentage of practices by size

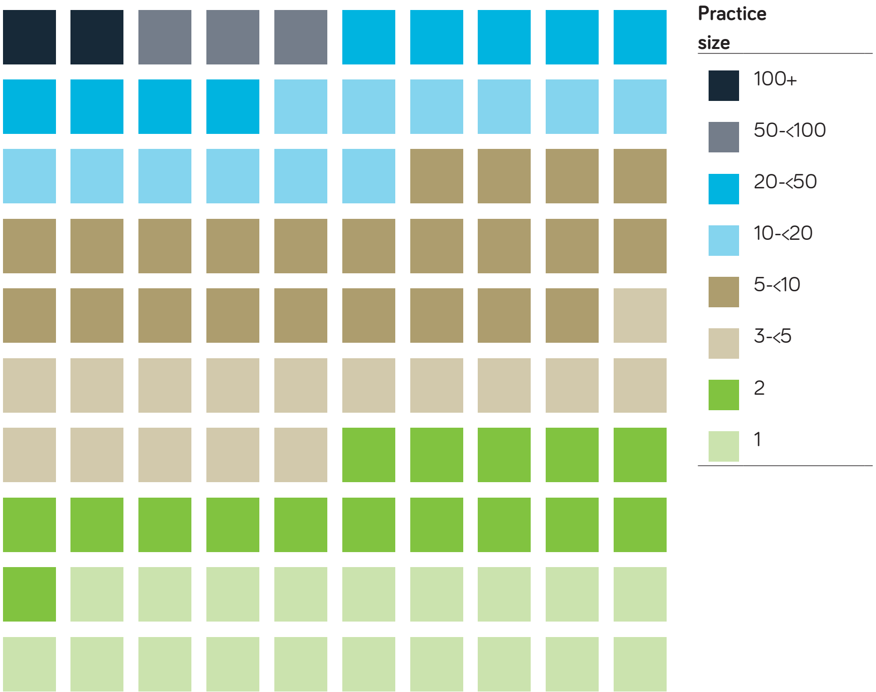
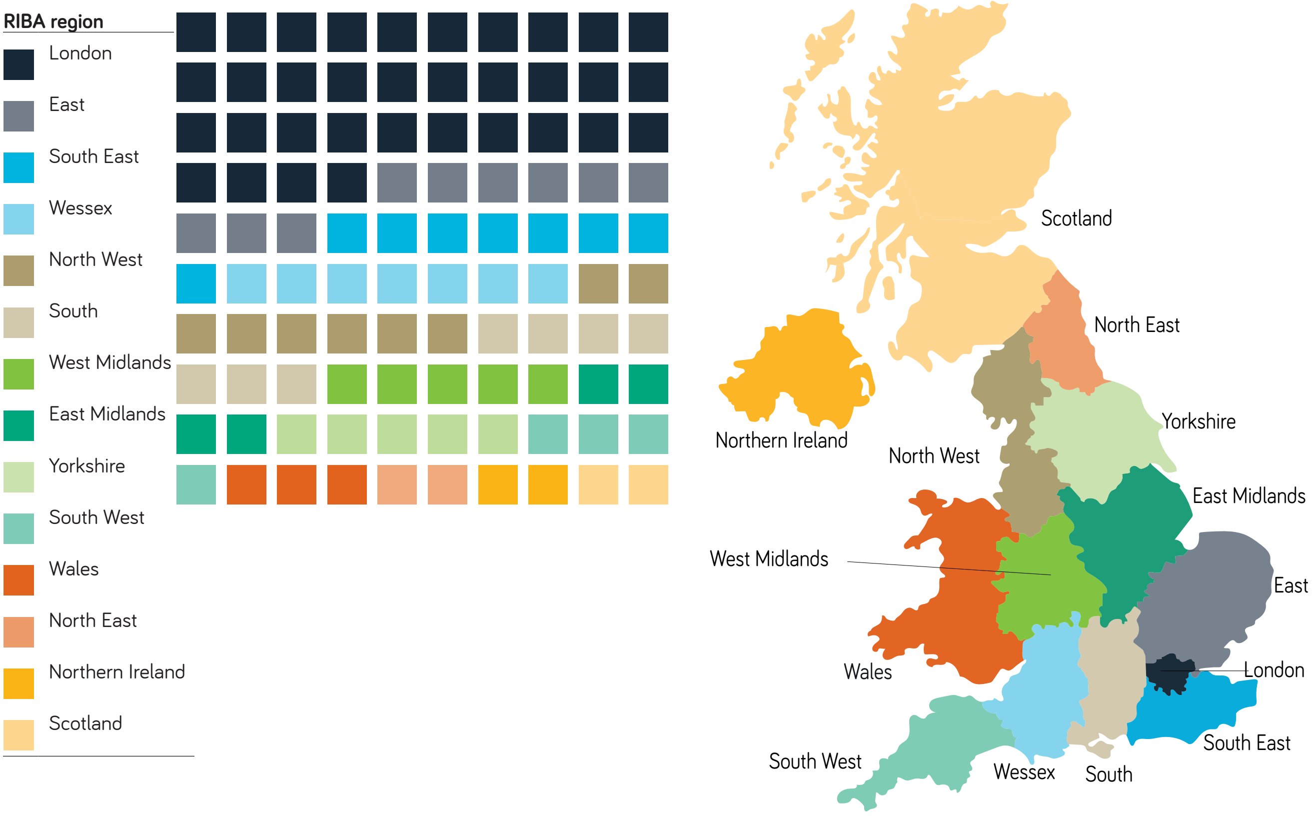


Chart 1-2

Percentage of practices by region



1.2 Legal status

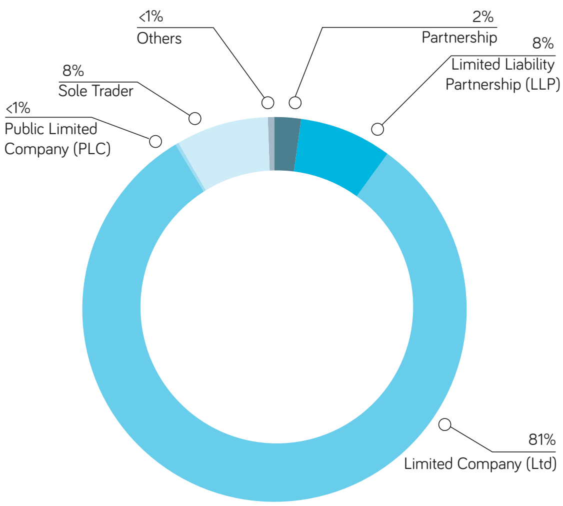
Limited companies dominate practice ownership.

Limited company is the dominant form of ownership, with over 80 per cent of practices adopting this structure across all sizes. One in five of the largest practices are Limited Liability Partnerships (LLPs), and a minority of one-person practices are Sole Traders.

Additionally, 3 per cent of practices, including 26 per cent of large firms, are partly or fully owned by an Employee Ownership Trust, Employee Benefit Trust or a charity.

Chart 1-3

Legal status of practices



1.3 Offices

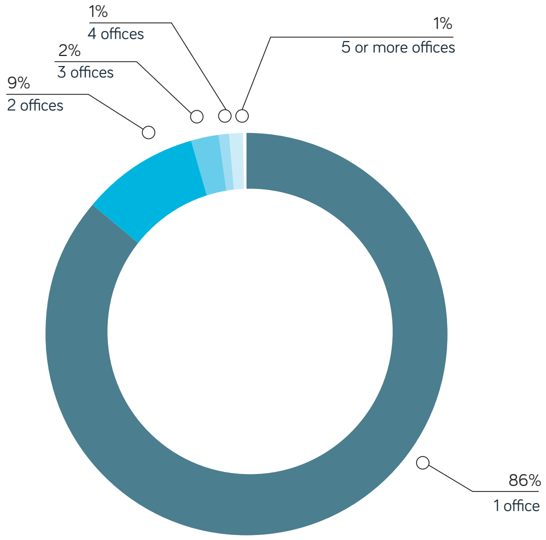
Most RIBA Chartered Practices operate from a single office, with only a small fraction having multiple offices.

The majority of Chartered Practices operate from a single office, with only 13 per cent having offices in more than one location.

Very few practices (1 per cent) have five or more offices.

Chart 1-4

Number of offices



1.4 Offices outside the UK

Just 4 per cent of practices have an office outside the UK.

Chart 1-5

Percentage of practices with offices outside the UK

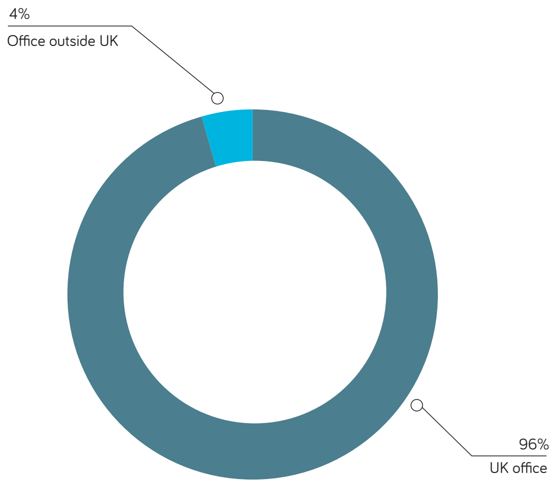


Table 1-1

Percentage of practices, by region

RIBA region	%
South West	4
Wessex	8
South	7
South East	7
London	34
West Midlands	5
East Midlands	4
East	9
North West	8
Yorkshire	5
North East	2
Wales	3
Scotland	2
Northern Ireland	2
ALL	100

Note: In all tables, totals may not sum precisely due to small discrepancies caused by rounding.

Table 1-2

Percentage of practices, by practice size (number of full-time equivalent (FTE) staff)

Practice size	%
1	19
2	16
3-<5	16
5-<10	23
10-<20	12
20-<50	9
50-<100	3
100+	2
ALL	100

Table 1-3

Total number of RIBA Chartered Practices and total number of staff, by practice size

%/number	Percentage of practices	Percentage of total staff employed	2024 number of RIBA Chartered Practices	2024 TOTAL number of staff (FTE) employed in all RIBA Chartered Practices	2023 TOTAL number of staff (FTE) employed in all RIBA Chartered Practices
1	19	2	994	934	954
2	16	3	572	1,145	1,066
3-<5	16	5	644	2,240	2,212
5-<10	23	13	808	5,415	5,060
10-<20	12	12	348	4,753	4,999
20-<50	9	18	248	7,322	7,030
50-<100	3	12	69	4,779	5,073
100+	2	35	55	14,208	11,325
ALL	100	100	3,738	40,796	37,719

Table 1-4

Legal status of practice, by practice size

%	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
	Proportion of practices									
Partnership	0	6	4	2	1	0	0	0	2	3
Limited Liability Partnership (LLP)	2	7	10	7	8	17	13	21	8	8
Limited Company (Ltd)	69	77	83	89	89	82	83	77	81	80
Public Limited Company (PLC)	0	0	0	0	1	0	0	0	<1	0
Sole Trader	29	9	3	2	0	1	0	0	8	9
Local Authority	0	0	0	0	0	0	0	0	<1	<1
Charity	0	0	0	0	0	0	0	0	0	0
Registered Society	0	0	0	0	0	0	0	0	0	<1
Other	0	0	0	0	0	0	4	3	<1	<1
ALL	100	100	100	100	100	100	100	100	100	100
Practice owned, in full or in part, by an Employee Benefit Trust, Employee Ownership Trust and/or a charity	2	0	1	1	4	14	26	23	4	3

Note: Separate from their legal status, 4 per cent of practices are owned in full or in part by a Trust.

Of these, 66 per cent are 100 per cent owned by an Employee Benefit Trust or Employee Ownership Trust., 2 per cent are 100 per cent owned by a Charity and the remaining 32 per cent are partially owned by an Employee Benefit Trust or Employee Ownership Trust.

Table 1-5

Number of offices operated by practices (UK only), by practice size and by region

%	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
	Proportion of practices									
OFFICES WITHIN THE UK:										
1 office	97	95	92	92	84	63	38	26	87	87
2 offices	3	5	6	8	12	29	26	15	9	9
3 offices	0	0	1	0	2	7	26	15	2	2
4 offices	0	0	0	0	0	1	4	13	1	1
5+ offices	0	0	0	0	1	1	6	31	1	1
ALL	100	100	100	100	100	100	100	100	100	100

%	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scotland	N. Ireland
	Proportion of practices													
OFFICES WITHIN THE UK:														
1 office	83	90	84	88	89	86	76	88	86	83	89	93	67	88
2 offices	14	6	11	10	8	12	11	7	10	13	6	7	23	8
3 offices	2	2	4	2	2	1	7	3	1	1	3	0	5	4
4 offices	0	0	0	0	1	1	3	1	1	1	0	0	0	0
5+ offices	2	2	0	0	1	0	3	1	2	1	3	0	5	0
ALL	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Table 1-6

Number of offices outside the UK, by practice size and by region

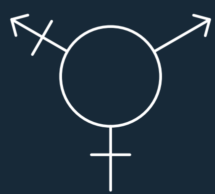
%	Proportion of practices									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
0 offices	99	99	98	98	96	94	79	54	96	96
1 office	1	1	1	2	3	4	17	15	2	2
2 offices	0	0	0	0	0	1	2	5	0	1
3 offices	0	0	0	0	0	0	0	3	0	0
4 offices	0	0	0	0	0	0	0	3	0	0
5+ offices	0	0	0	0	0	1	2	21	1	0
ALL	100	100	100	100	100	100	100	100	100	100

%	Proportion of practices													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	Yorkshire	North East	Wales	Scotland	N. Ireland
0 offices	97	100	100	100	91	99	97	99	100	99	94	100	97	93
1 office	3	0	0	0	5	1	1	1	0	1	3	0	3	7
2 offices	0	0	0	0	1	0	0	0	0	0	3	0	0	0
3 offices	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4 offices	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5+ offices	0	0	0	0	2	0	1	0	0	0	0	0	0	0
ALL	100	100	100	100	100	100	100	100	100	100	100	100	100	100

2 Team

40,800

Total staff employed in all RIBA Chartered Practices



39%

Female

16%

Black/African/Caribbean/Black British, Asian/Asian British, mixed/multiple or other ethnic minority group

68%

Aged under 45

Raven Tower | Architects: Newton Architects for Hesleyside Huts | Photograph: Neil Denham

Team

Staff numbers have increased this year but still fall short of recent peak levels. Large practices have a particularly young workforce.

This year, staff numbers have seen a solid increase of 7 per cent compared with last year, although they still lag behind the levels recorded two years ago. In smaller practices, the majority of employees are the owners themselves - Sole Principals, Partners or Directors. Even in larger firms with 20 to 50 staff, about one in ten employees holds these leadership positions. Across all RIBA Chartered Practices, nearly 20 per cent of the workforce consists of Associates, with a similar proportion being Architects. The remaining staff are primarily Technologists and Architectural Assistants, while approximately 10 per cent are involved in office administration and support roles. Most of the workforce enjoy permanent positions, with only 7 per cent working on a freelance basis.

Diversity has changed little in the last year, although a positive trend has emerged since the survey began in 2015. Female representation has grown from 35 per cent in 2015 to 39 per cent this year. The proportion of white staff has dipped slightly, from 87 per cent in 2019 to 84 per cent this year. Larger practices tend to exhibit greater diversity; for instance, in firms with over 100 employees, 41 per cent of permanent staff are female and 77 per cent are white. Age diversity is also a notable feature with younger individuals constituting a significant proportion of the workforce in larger practices. Staff members aged under 35 account for nearly half (47 per cent) of those employed in practices with 100+ staff, compared with just 34 per cent in 5-<10 staff practices and 21 per cent in those practices with 3-<5 employees.

2.1 Staff employed in RIBA Chartered Practices

Staff numbers have fluctuated recently after several years of consistent growth.

From 2015 to 2019, staff numbers consistently increased, but recent years have seen more fluctuations and a clear trend in staff numbers has yet to emerge. The total number of staff remains slightly below the level recorded two years ago, although it has increased by 7 per cent compared with last year.

Chart 2-1

All staff employed by type

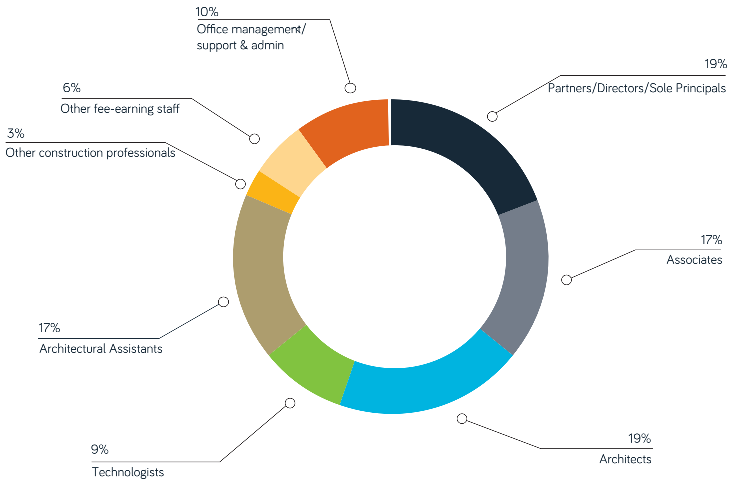


Chart 2-2

Ratio of permanent to freelance/contract staff

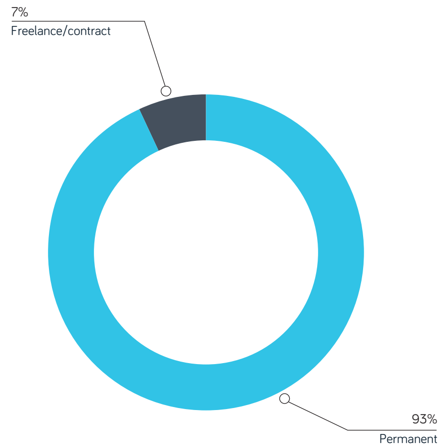
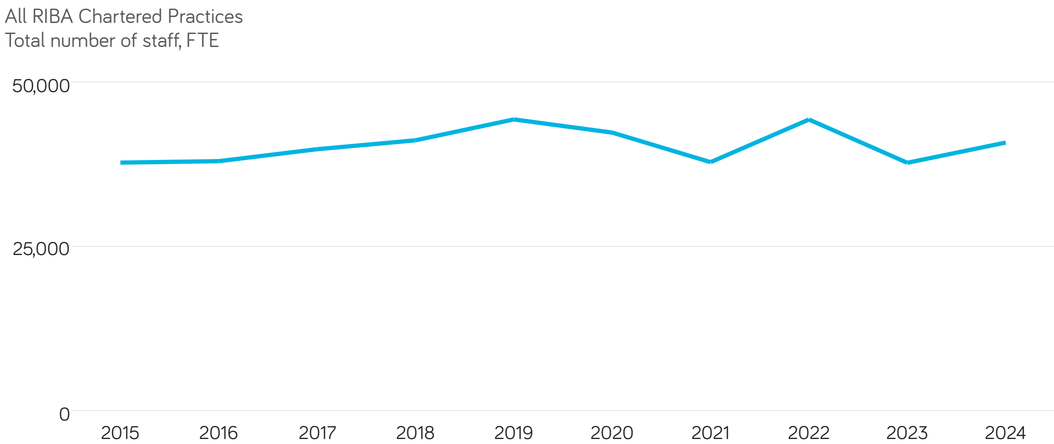


Chart 2-3

Total number of staff employed in RIBA Chartered Practices: trends 2015 to 2024



2.2 Staff characteristics

Gender and age diversity vary across practice sizes, with larger practices showing higher female representation and a younger workforce.

The proportion of female architects employed by practices this year is 39 per cent - similar to last year. The proportion of female staff in one-person practices is substantially lower than this figure (21 per cent) while the proportion of female architects in 100+ practices is a little higher than in other practice size groups (40 per cent). Non-binary staff make up less than 1 per cent across practices. Larger practices have a more ethnically diverse workforce and a higher proportion of staff aged 25-34, while smaller practices have more staff aged 55 and older.

Chart 2-4

Gender of staff

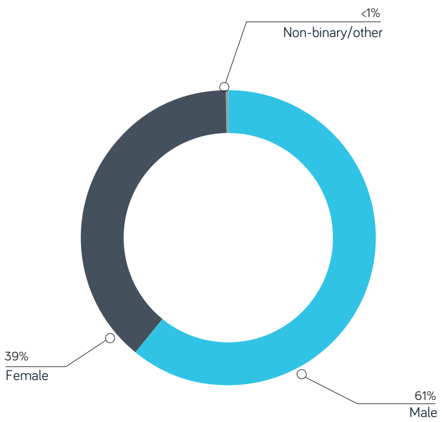


Chart 2-5

Ethnicity of staff

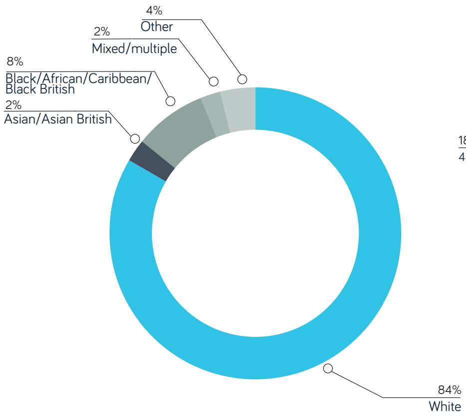


Chart 2-6

Age of staff

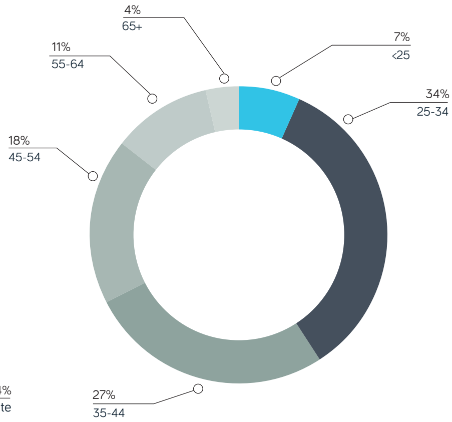


Chart 2-7

All staff employed in RIBA Chartered Practices, by gender

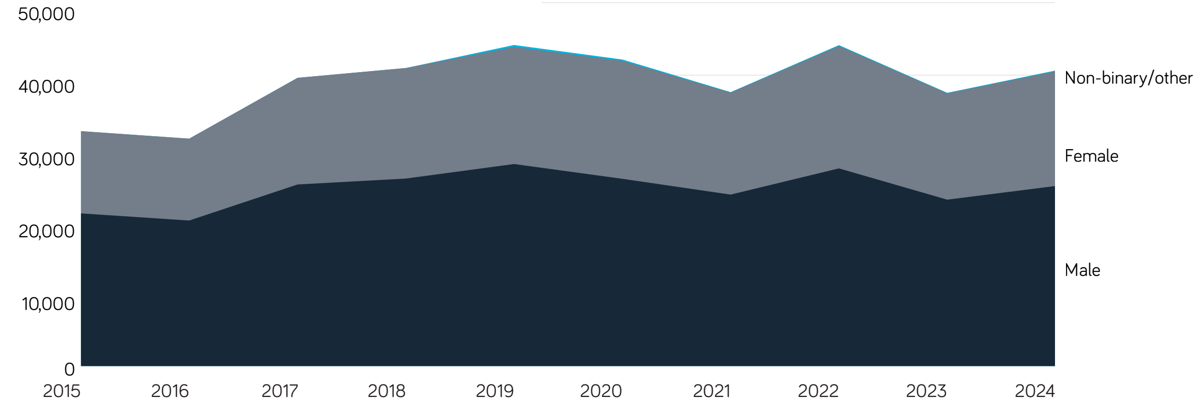
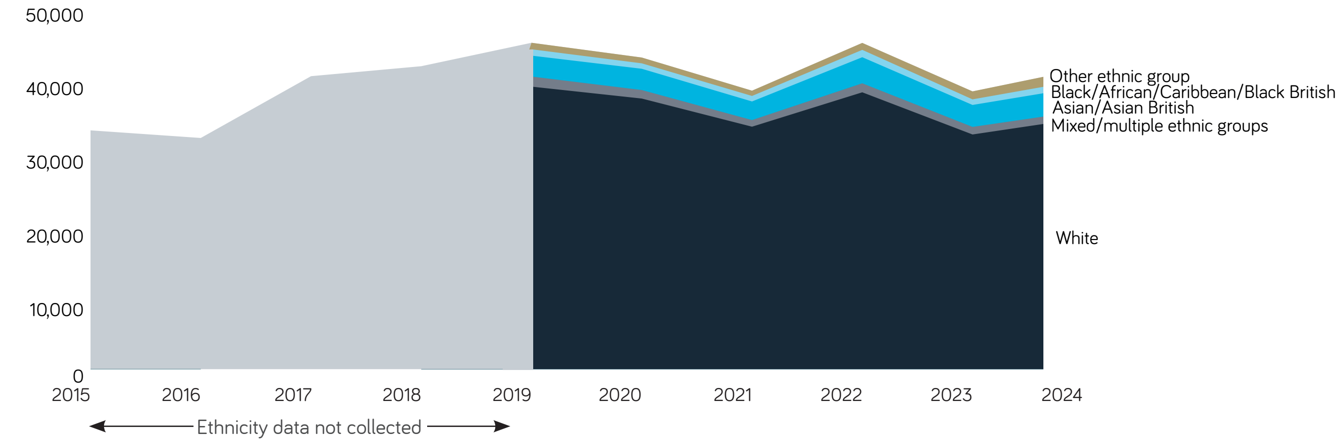


Chart 2-8

All staff employed in RIBA Chartered Practices, by ethnicity



Note: For this report, we categorise ethnicity as Black/African/Caribbean/Black British, Asian/Asian British, mixed/multiple and other ethnic minority groups, or white. We recognise the limitations and challenges of these categories; however, this categorisation reflects the data we hold. Our approach to collecting and reporting data will improve over time, but it is important that we publish this data even with these existing limitations.

2.3 Equality, diversity and inclusion (EDI)

The adoption of EDI policies and practices has risen substantially since 2015.

Most practices now have equality, diversity, and inclusion (EDI) policies, collect data on staff demographics, provide EDI training and have recruitment strategies to address under-representation.

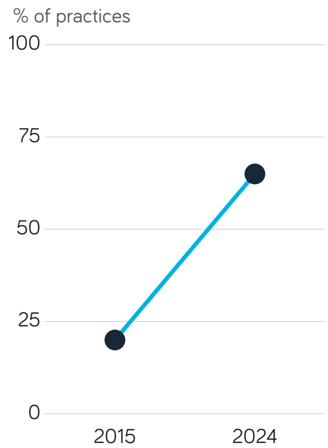
The adoption of these policies has significantly increased since 2015 and uptake continues to improve.

Chart 2-9

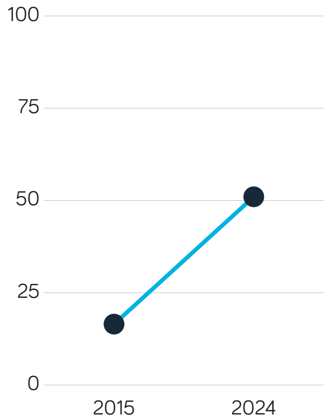
Changes in EDI policies over time, 2015 to 2024

Trends over time - how many practices have:

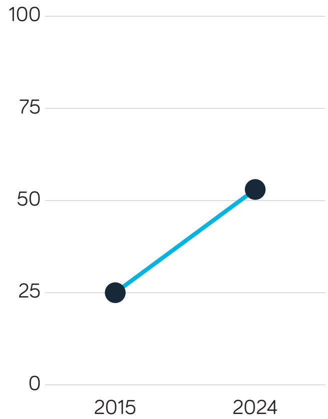
Data collection on the protected characteristics (eg age, disability, gender) as defined in the Equality Act 2010



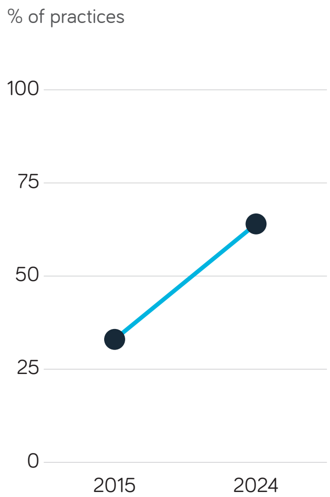
EDI training for staff members



Recruitment strategies to address the under-representation of staff with protected characteristics



Talent management strategies to support staff development and retention (such as post-maternity returnee programmes)



Work/life balance strategies to support flexible working

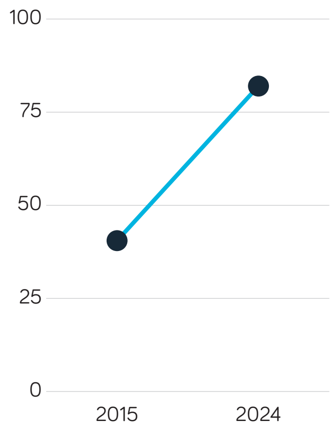


Table 2-1

Average number of staff per practice: permanent and freelance staff, by practice size

Number (FTE)	Average number of staff									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Partners/Directors/Sole Principals	0.9	1.5	1.6	1.7	2.2	2.7	3.8	12.1	2.0	2.0
Salaried Partners & Directors	0.0	0.0	0.1	0.3	0.5	1.4	2.1	11.6	0.6	0.6
Associates	0.0	0.0	0.1	0.6	1.6	4.7	12.3	47.8	2.2	2.3
Architects (5+ years ARB registered)	0.0	0.1	0.3	0.6	1.4	3.5	8.0	22.6	1.5	1.4
Architects (3-4 years ARB registered)	0.0	0.0	0.0	0.2	0.6	1.3	3.6	8.6	0.5	0.6
Architects (1-2 years ARB registered)	0.0	0.0	0.1	0.2	0.4	0.9	2.6	7.5	0.4	0.4
Architects (<1 year ARB registered)	0.0	0.0	0.0	0.2	0.3	0.8	1.1	5.1	0.3	0.2
Technologists	0.0	0.0	0.2	0.5	1.3	2.5	6.0	12.2	1.0	1.2
Architectural Assistants, Part 2 (2+ years' exp)	0.0	0.1	0.2	0.6	1.1	1.9	4.0	14.5	0.9	0.9
Architectural Assistants, Part 2 (<2 years' exp)	0.0	0.0	0.1	0.2	0.5	1.3	2.7	6.3	0.5	0.6
Architectural Assistants, Part 1	0.0	0.0	0.1	0.4	0.8	1.8	2.9	7.0	0.6	0.7
Apprentices	0.0	0.0	0.0	0.1	0.2	0.4	0.9	2.1	0.2	0.1
Other construction professionals	0.0	0.0	0.0	0.1	0.2	0.6	1.4	27.2	0.8	0.4
Other fee-earning staff	0.0	0.0	0.0	0.1	0.4	1.3	4.6	28.6	1.0	0.8
Office management/support & admin	0.0	0.1	0.3	0.5	1.4	2.8	6.2	28.4	1.4	1.3
ALL	0.9	1.9	3.1	6.3	12.8	27.9	62.2	241.7	13.9	13.4
Freelance/contract staff - ALL	0.0	0.1	0.3	0.4	0.9	1.6	7.1	16.6	1.0	0.7
TOTAL number of staff (FTE) employed in ALL RIBA Chartered Practices	934	1,145	2,240	5,415	4,753	7,322	4,779	14,208	40,796	37,719

Note: In all tables, totals may not sum precisely due to small discrepancies caused by rounding.

Table 2-2

Average number of staff per practice: permanent and freelance staff by region

Number (FTE)	Average number of staff													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
Partners/Directors/Sole Principals	1.6	1.7	1.9	1.6	2.2	1.8	2.2	1.5	1.8	2.2	2.0	1.4	2.6	1.9
Salaried Partners & Directors	0.5	0.5	0.2	0.2	1.0	0.6	0.4	0.5	0.4	0.2	0.7	0.3	0.6	0.4
Associates	0.6	1.8	1.2	0.7	3.9	1.0	2.9	1.0	1.4	1.4	3.4	0.3	3.2	1.1
Architects (5+ years ARB registered)	0.9	1.0	1.0	0.5	2.4	0.7	1.3	0.7	1.0	1.2	1.3	0.5	2.5	2.0
Architects (3-4 years ARB registered)	0.2	0.3	0.2	0.1	1.0	0.3	0.6	0.3	0.3	0.3	0.5	0.1	0.8	0.4
Architects (1-2 years ARB registered)	0.1	0.3	0.2	0.2	0.8	0.2	0.4	0.2	0.3	0.3	0.6	0.1	0.4	0.3
Architects (<1 year ARB registered)	0.0	0.2	0.1	0.1	0.5	0.2	0.3	0.2	0.2	0.2	0.4	0.0	0.5	0.2
Technologists	0.8	1.1	0.7	0.4	0.6	1.1	2.8	0.9	1.4	2.4	1.9	0.4	1.7	1.7
Architectural Assistants, Part 2 (2+ years' exp)	0.4	0.8	0.5	0.4	1.6	0.4	0.9	0.5	0.5	0.7	0.5	0.4	1.8	0.5
Architectural Assistants, Part 2 (<2 years' exp)	0.2	0.3	0.3	0.2	0.7	0.3	0.4	0.2	0.5	0.3	0.5	0.2	0.8	0.3
Architectural Assistants, Part 1	0.5	0.5	0.5	0.4	0.7	0.4	0.9	0.5	0.7	0.5	1.3	0.2	0.6	0.8
Apprentices	0.2	0.2	0.1	0.1	0.1	0.1	0.4	0.2	0.2	0.2	0.6	0.0	0.0	0.0
Other construction professionals	0.2	0.2	0.2	0.1	1.9	0.3	0.4	0.1	0.3	0.4	0.4	0.0	0.3	0.3
Other fee-earning staff	0.2	0.6	0.2	0.2	1.9	0.6	1.3	0.3	1.0	0.5	1.4	0.2	0.9	0.1
Office management/support & admin	0.8	1.0	0.9	0.5	2.2	0.9	2.2	0.8	1.2	1.1	1.9	0.4	1.5	1.3
ALL	7.2	10.6	8.2	5.8	21.6	8.7	17.6	7.9	11.1	12.0	17.5	4.6	18.3	11.3
Freelance/contract staff - ALL	0.7	0.8	0.6	0.2	1.6	0.3	2.2	1.0	0.9	0.2	0.5	0.8	0.6	0.2
TOTAL number of staff (FTE) employed in ALL RIBA Chartered Practices	732	1,866	1,539	1,143	24,224	1,093	1,997	1,678	2,389	1,547	804	308	909	568

Table 2-3

Gender of staff: permanent and freelance, by staff type

%	2024 Permanent staff			2023 Permanent staff		
	Male	Female	Non-binary/ other	Male	Female	Non-binary/other
Partners/Directors/Sole Principals	78	22	<1	78	21	0
Salaried Partners & Directors	74	26	<1	76	24	0
Associates	67	33	<1	68	32	0
Architects (5+ years ARB registered)	62	38	<1	62	38	0
Architects (3-4 years ARB registered)	53	47	<1	53	47	0
Architects (1-2 years ARB registered)	55	45	<1	54	46	0
Architects (<1 year ARB registered)	53	46	1	53	47	0
Technologists	81	18	<1	79	21	0
Architectural Assistants, Part 2 (2+ years)	57	43	<1	57	43	0
Architectural Assistants, Part 2 (<2 years)	53	46	<1	49	51	0
Architectural Assistants (Part 1)	52	48	<1	51	48	0
Apprentices	61	39	<1	59	41	0
Other construction professionals	62	38	<1	52	48	0
Other fee-earning staff	52	48	<1	46	54	0
Office management/support & admin	27	73	<1	25	75	0
ALL Permanent staff	61	39	<1	60	39	<1
Freelance/contract staff - ALL	64	36	<1	58	42	<1
ALL STAFF	61	39	<1	60	40	<1

Table 2-4

Gender of staff: permanent and freelance, by size of practice

%	Permanent			Freelance			2024 ALL STAFF			2023 ALL STAFF		
	Male	Female	Non-binary/ other	Male	Female	Non-binary/ other	Male	Female	Non-binary/ other	Male	Female	Non-binary/ other
1	79	21	<1	95	5	0	79	21	<1	82	17	1
2	62	37	1.3	61	36	3	62	37	1	61	39	0
3-<5	64	36	<1	61	39	0	64	36	<1	64	36	0
5-<10	65	34	1	57	43	0	65	34	1	64	36	0
10-<20	63	36	<1	62	38	0	63	37	<1	61	39	0
20-<50	60	40	<1	57	43	0	60	40	0	61	39	0
50-<100	60	40	<1	60	40	0	60	40	<1	61	39	0
100+	58	41	<1	72	28	0	59	40	<1	57	43	0
ALL	61	39	<1	64	36	0	61	39	<1	60	40	<1

Note: Results exclude 'don't know' or 'prefer not to say'.

Table 2-5

Ethnicity of staff, by size of practice

%	Proportion of staff									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
White	94	93	89	89	88	86	84	77	84	84
Mixed/multiple ethnic groups	1	2	2	3	3	2	2	3	2	3
Asian/Asian British	3	3	5	5	5	8	8	11	8	8
Black/African/Caribbean/Black British	1	1	2	2	2	2	3	3	2	2
Other ethnic groups	1	1	2	1	3	2	2	7	4	3
ALL	100	100	100	100	100	100	100	100	100	100

Note: Results exclude 'don't know' or 'prefer not to say'.

Table 2-6

Age of staff: permanent and freelance, by size of practice

%	Proportion of staff									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Under 24	0	1	5	8	9	8	7	6	7	7
25-34	6	11	16	26	31	34	35	41	34	30
35-44	24	29	25	24	26	26	28	28	27	24
45-54	31	25	24	21	18	18	18	16	18	16
55-64	20	23	19	15	12	11	8	7	11	10
65 and over	19	12	12	6	3	2	4	2	4	3
ALL	100	100	100	100	100	100	100	100	100	100

Note: Results exclude 'don't know' or 'prefer not to say'.

Table 2-7

Policies and strategies relating to EDI, by practice size

%	Proportion of practices that undertake the following relating to EDI									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Practice has a documented EDI policy	40	48	63	79	83	90	100	95	67	65
Practice's EDI policy includes:										
Data collection on the protected characteristics as defined in the Equality Act 2010	61	63	66	59	66	71	80	86	65	67
EDI training for staff members	47	50	48	43	51	61	80	92	51	53
Recruitment strategies to address the under-representation of staff with protected characteristics	43	46	53	46	57	65	70	78	53	55
Talent management strategies to support staff development and retention (such as post-maternity returnee programmes)	45	51	64	61	68	84	80	89	64	66
Work/life balance strategies to support flexible working	59	74	85	81	87	94	100	100	82	82

Table 2-8

Policies and strategies relating to staff development, by practice size

%	Proportion of practices that undertake the following relating to EDI									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Practice has a staff development plan	19	24	43	61	75	84	87	92	50	49
Practice's staff development plan includes:										
Staff developing and acquiring skills	95	92	93	93	93	95	100	94	94	95
Staff developing and acquiring skills following individual assessments	65	77	78	86	90	88	98	94	85	86
Practice-wide informal plan to meet future needs	84	82	83	89	83	88	93	89	86	87
Practice-wide formal plan to meet future needs	52	49	45	41	47	53	80	89	50	48

3 Finances

£4.0 billion

Total revenue from all RIBA Chartered Practices

13%

Increase in total revenue

2%

Decrease in total profits

54%

Payroll represents the largest share of expenditure

Clifford's Tower | Architects: Broughton Architects | Photograph: Dirk Lindner

Finances

Last year's remarkable revenue growth of 17 per cent has been followed by another solid increase of 13 per cent this year. Two consecutive years of strong financial performance are uncommon, marking a notable achievement. However, this success is offset by an even sharper rise in expenditure, leading to a decline in overall profits.

RIBA Chartered Practices have reported another year of revenue growth, with total revenue rising by 13 per cent compared with the previous year, surpassing the £4 billion milestone for the first time. This improved financial performance is apparent across all practice sizes, with mid-sized practices (those with between 10 and 50 staff) experiencing the largest growth - exceeding 20 per cent. Practices with 100+ staff saw an 11 per cent increase in average revenue, while other sizes recorded growth below 10 per cent.

The recent increases in average revenue have pushed this metric to its highest ever levels for most practice sizes below 20 staff. For larger practices (those with 20 or more staff), average revenue is now at, or slightly above, the pre-pandemic peak recorded in 2019. The only notable decline in average revenue compared with 2019 is seen in practices with two staff members.

However, rising practice revenue is being accompanied by higher expenditure. Payroll accounts for more than half of total practice costs so its impact is significant. In all but two practice size groups, average payroll costs have increased by a greater margin than average revenue. This has resulted in profit margins being squeezed for the second consecutive year, leading to an overall 2 per cent decline in profits across all RIBA Chartered Practices.

3.1 Revenue: all RIBA Chartered Practices

Practice revenue has continued to grow, surpassing £4 billion, with larger practices contributing nearly half of this total.

This is the second consecutive year of robust growth, with total revenue rising by 13 per cent, building on last year's increase of 17 per cent. Total revenue generated by all RIBA Chartered Practices has now pushed past £4 billion. The 100+ practices account for 45 per cent of all practice revenue - a similar share to last year.

Chart 3-1

Share of total revenue generated by different practice sizes

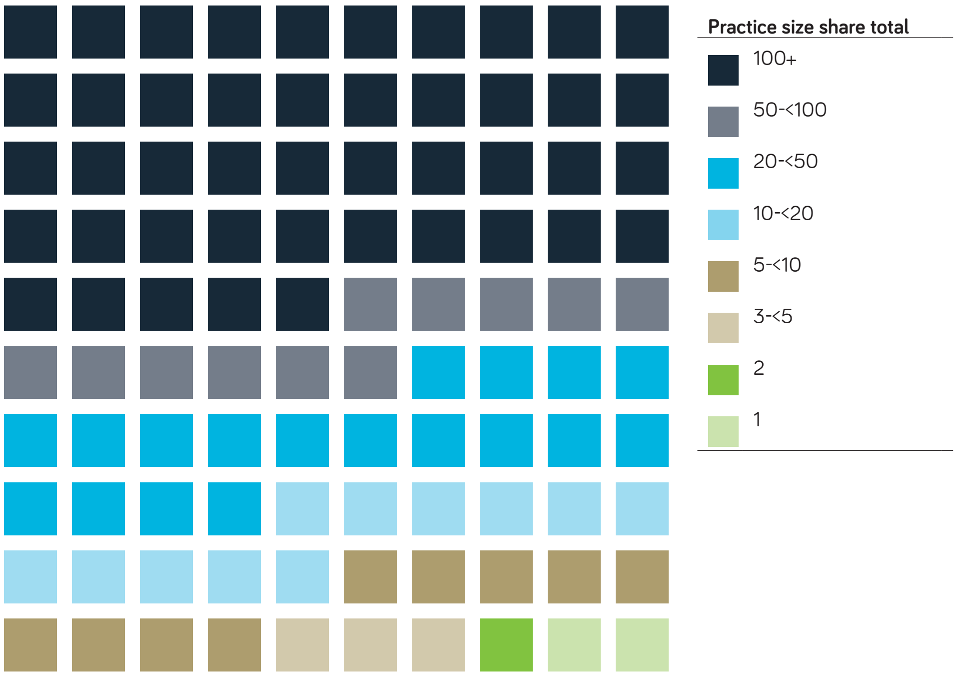
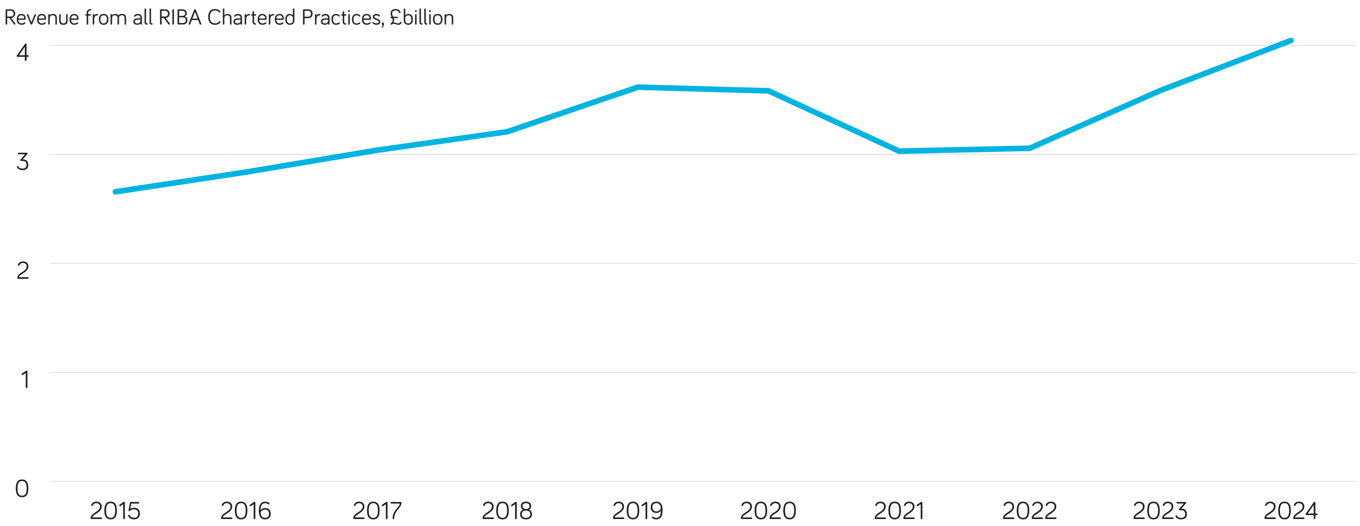


Chart 3-2

Total revenue from all RIBA Chartered Practices: trends 2015 to 2024



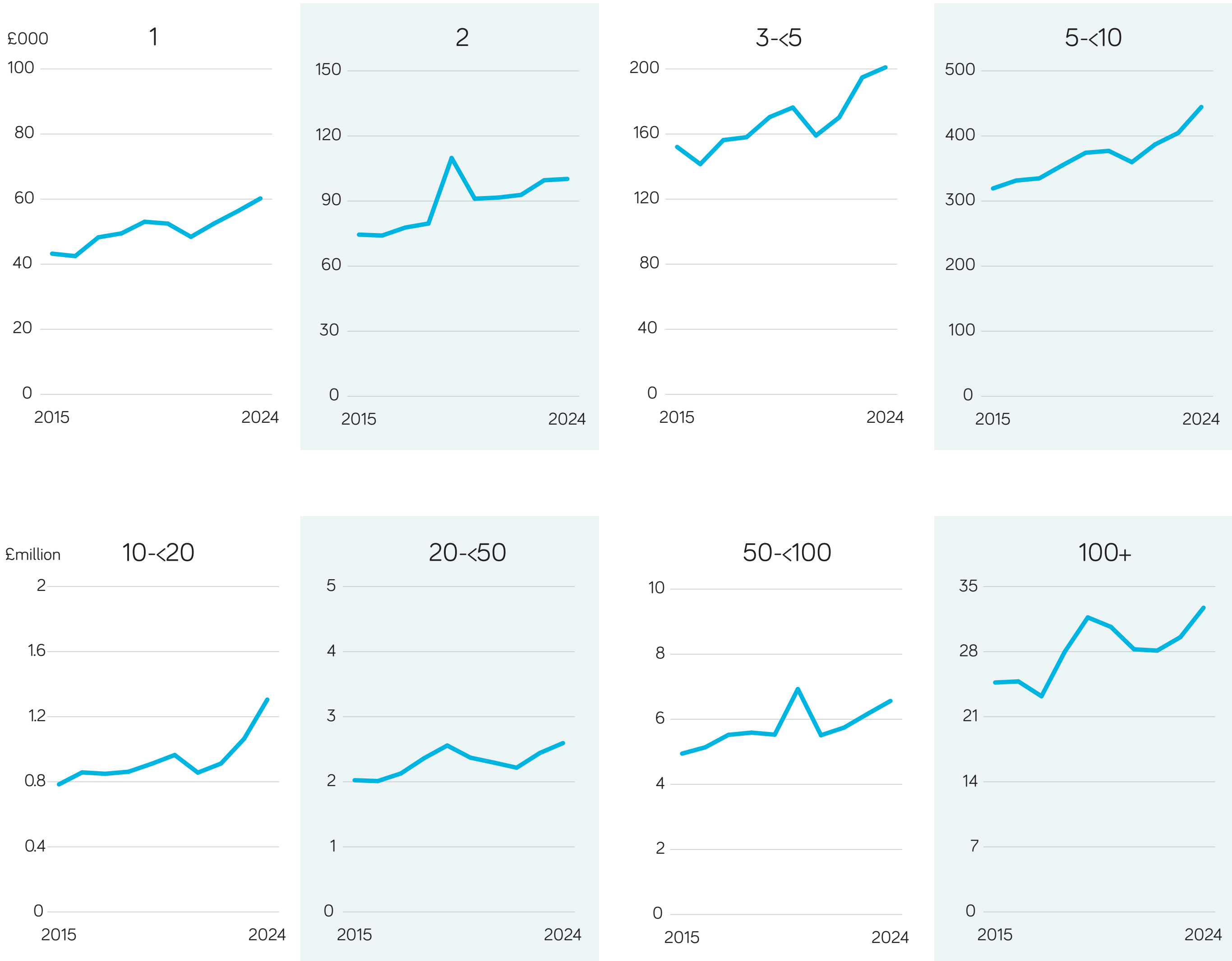
3.2 Revenue by size of practice

Average revenue has increased for all practice sizes but, for some sizes, remains below pre-pandemic revenue levels.

Average turnover per practice has increased across all practice size groups for only the second time since 2015. For many practice sizes, this year's increase comes after a similarly strong rise last year. Average revenue per practice is now at its highest ever level in five practice sizes (1, 3-<5, 5-<10, 10-<20, 100+) but, despite these rises, average revenue for the others remains lower than it was in 2019, before the pandemic.

Chart 3-3

Average (mean) revenue per practice: trends 2015 to 2024, by practice size

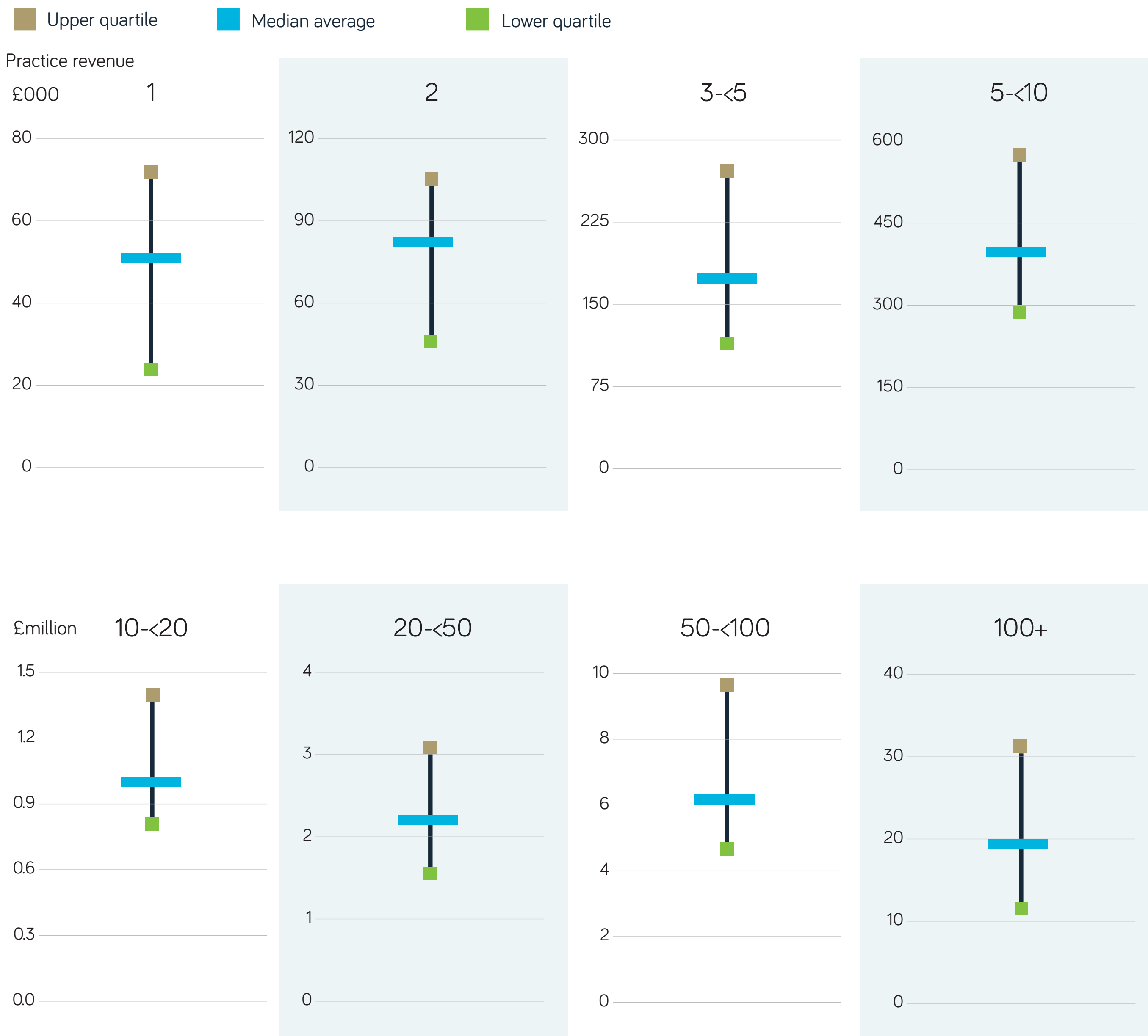


The ‘average’ revenue value hides a wide range.

There is considerable variation in practice revenue within each practice size group. For the majority of practices, the upper quartile (highest 25 per cent) generates around twice the revenue of the lower quartile (lowest 25 per cent). This disparity is especially pronounced in the smallest and largest practices, where the upper quartile revenue is approximately three times that of the lower quartile.

Chart 3-4

Range of revenue generated by different practice sizes: inter-quartile range and mean, by practice size (note - y-axis range varies with practice size)



Notes:

*The **mean** average is a simple arithmetical average of all values – all responses are summed and divided by the number of responses. The **median** average is the middle figure, when all figures are sorted into size order.*

*The **lower quartile** and **upper quartile** figures show the practice revenue for a practice at the one-quarter position and a practice at the three-quarters position.*

*There is some difference between **mean** and **median** averages; the **mean** average can be adversely affected by extremely high (or low) values. Differences between the **mean** and the **median** averages become greater as practice size increases.*

3.3 Revenue per head

Larger practices generate significantly higher revenue per Principal and per employee, with practices of 100+ staff showing the highest values.

Average revenue per Principal increases with practice size. While revenue per staff member also rises with practice size, the pattern for this metric is less consistent. In the smallest practices, average revenue per all fee-earning staff ranges between £57,000 and £78,000, while larger practices (10+ staff) see averages between £112,000 and £119,000. Practices with over 100 staff generate the highest per-head average at £134,000.

Chart 3-5

Average (mean) practice revenue per head: Partners/Directors/Sole Principals, by practice size

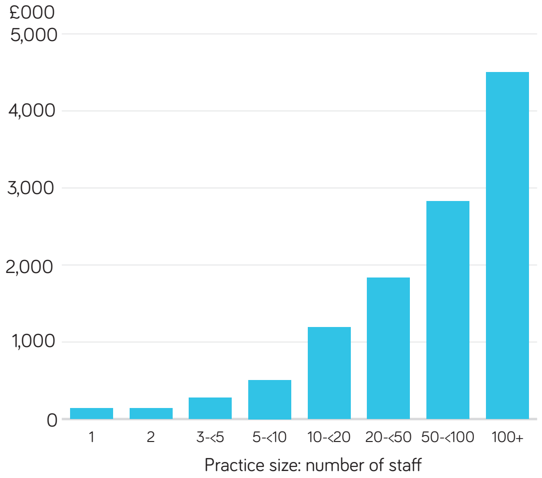


Chart 3-6

Average (mean) practice revenue per head: all fee-earning staff, by practice size

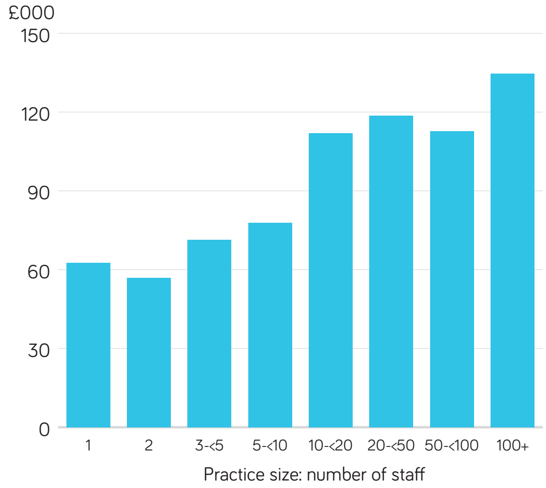
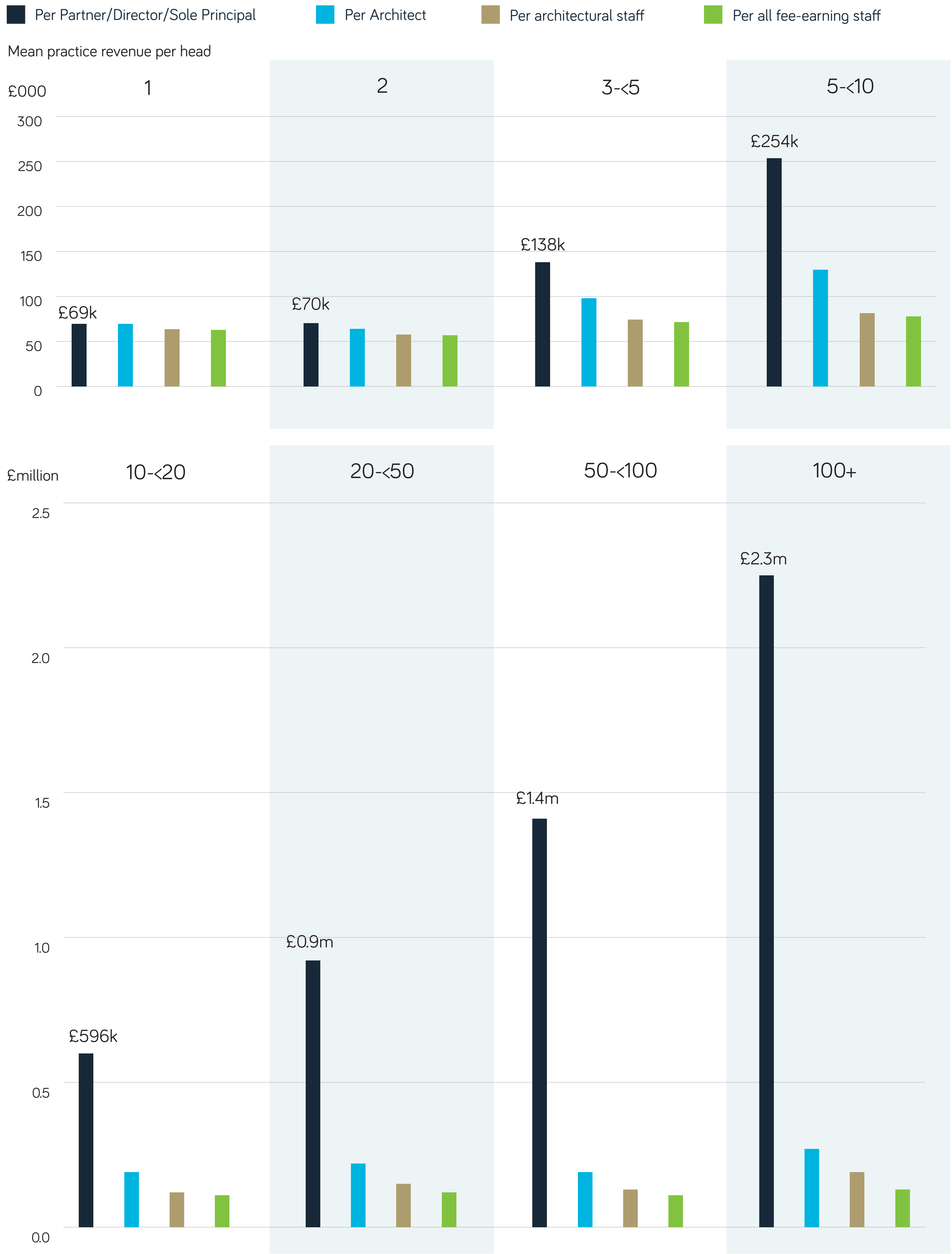


Chart 3-7

Average (mean) practice revenue per head for different practice sizes (note - y-axis range varies with practice size)

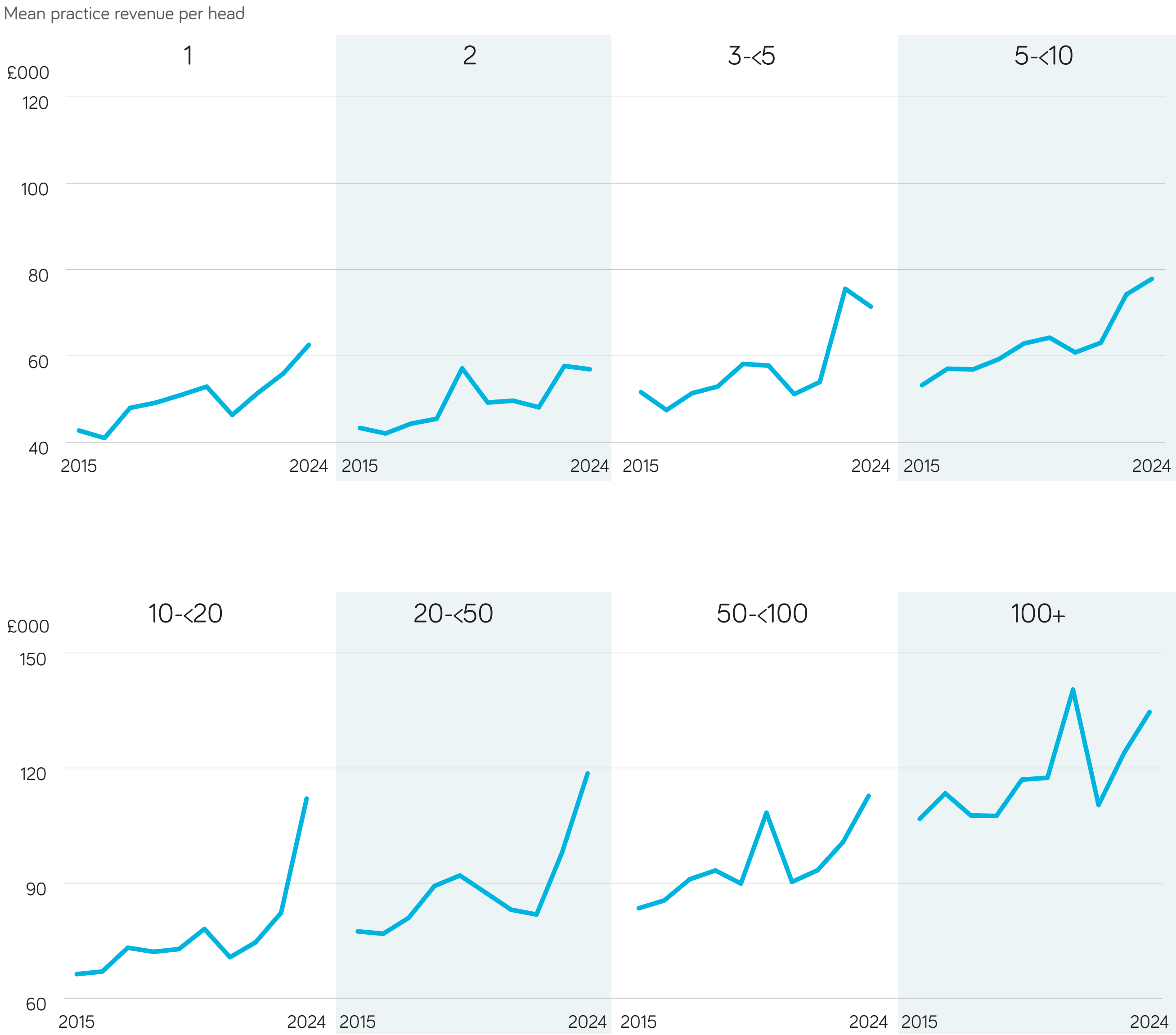


Average revenue per head has risen overall, with the strongest growth in medium-sized practices.

Average revenue per head has continued to increase this year across most practice sizes, except in practices with 2 and 3-<5 staff, where there has been a slight decline. The strongest growth in average revenue per head is observed in practices with 10-<20 and 20-<50 staff.

Chart 3-8

Average (mean) practice revenue per head, all fee-earning staff: trends 2015 to 2024, by practice size



3.4 Revenue by region

London remains the dominant region for practice revenue, generating 69 per cent of total revenue.

London practices continue to dominate, accounting for 69 per cent of the total revenue of all RIBA Chartered Practices. Other regions in England, as well as Scotland, Wales and Northern Ireland, each contribute between 1 per cent and 4 per cent, but none has a significant share due to London's overwhelming contribution.

Chart 3-9

Share of total revenue generated by practices in different regions

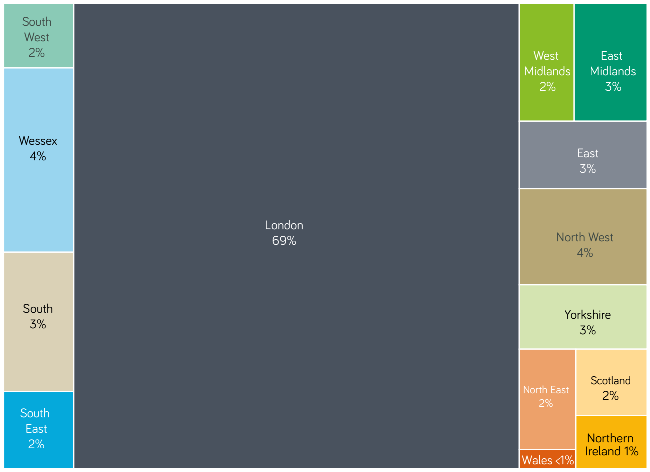
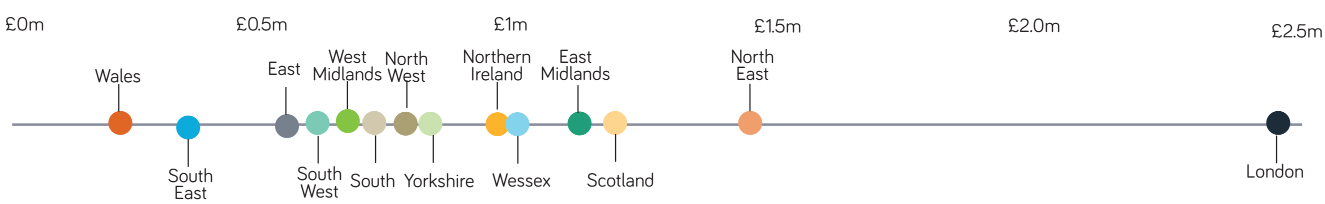


Chart 3-10

Average (mean) practice revenue, by region

Chart 3-11

Average (mean) practice revenue by region: relative placements



3.5 Profits by size of practice

Profit margins are being squeezed despite revenue growth.

While average profits tend to increase with practice size, they decrease as a proportion of turnover. This pattern, consistent with previous years, shows that large practices (50-<100 and 100+ staff) saw lower profits this year compared with in 2023. Notably, profits have decreased while revenue has increased, leading to shrinking profit margins.

Chart 3-12

Average (mean) profits per practice, by practice size

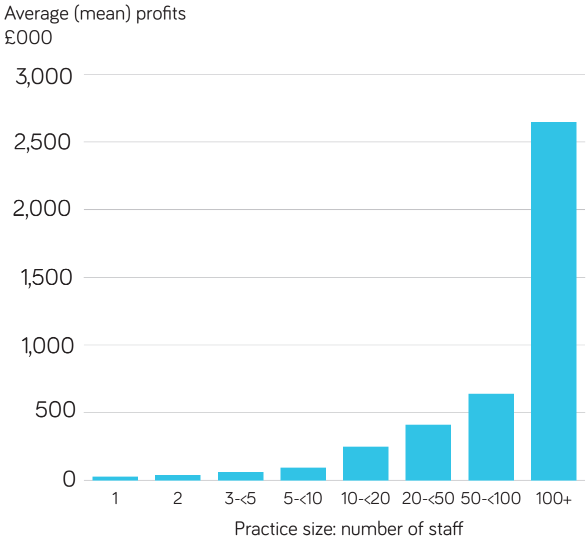


Chart 3-13

Profits as a percentage of revenue, by practice size

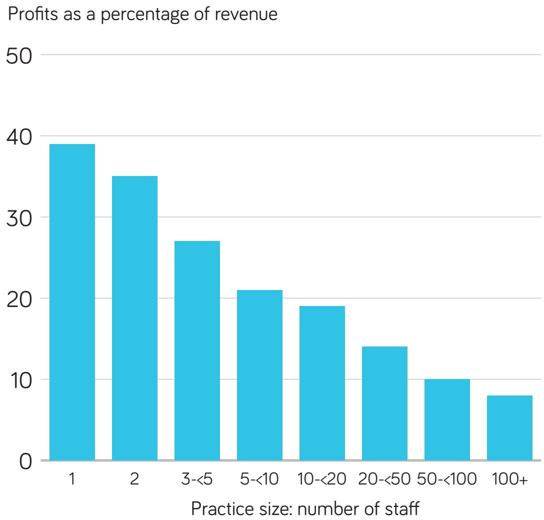
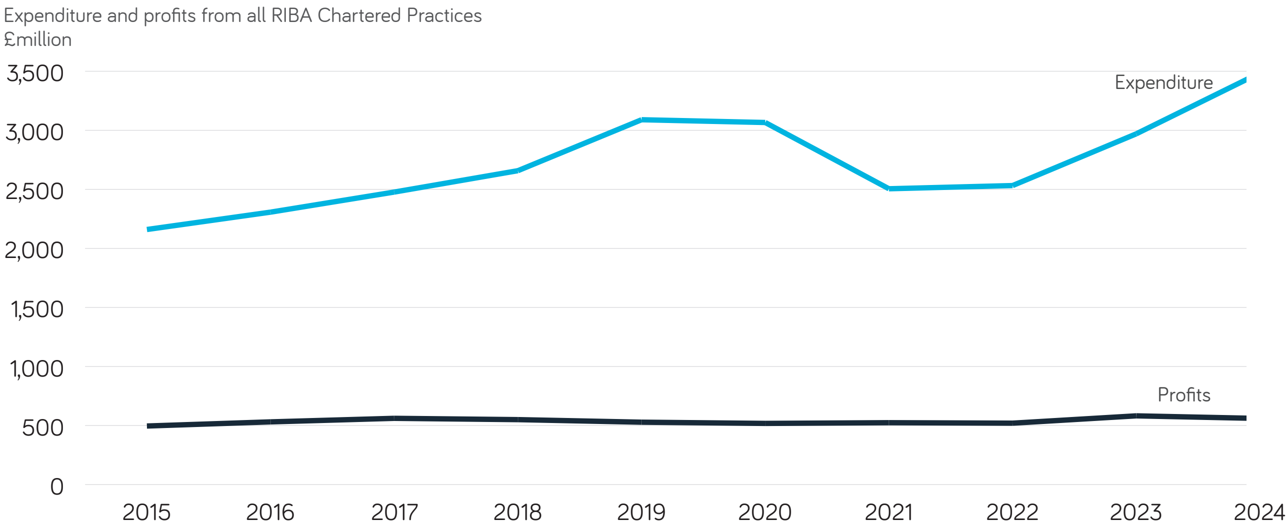


Chart 3-14

Total expenditure and profits from all RIBA Chartered Practices: trends 2015 to 2024

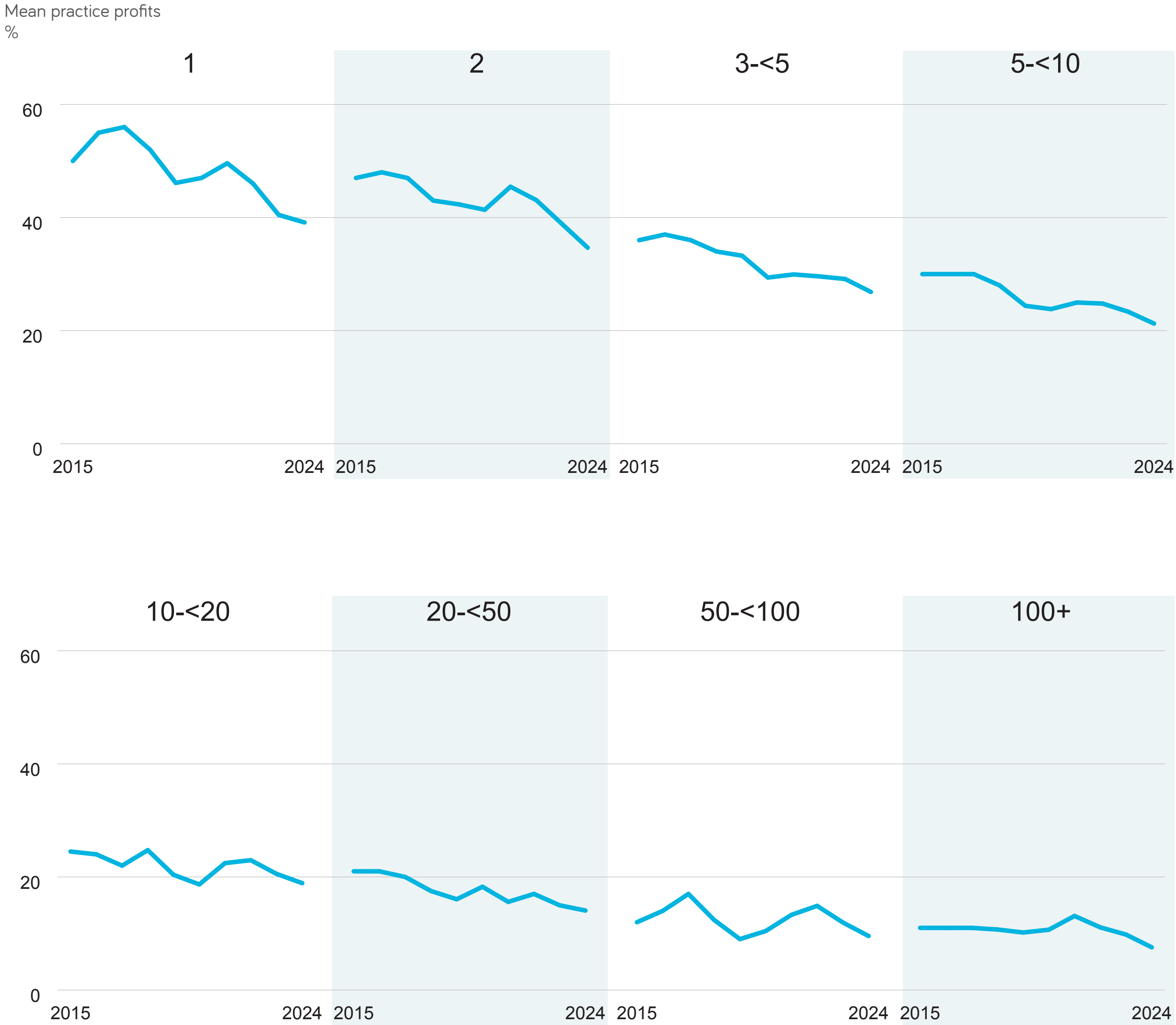


Average profits as a percentage of revenue continue to decline across all practice sizes.

The long-term trend of falling profits as a percentage of revenue continues across all practice size groups. This metric reveals a different trend from average practice profits, which have risen in most small and medium-sized practices.

Chart 3-15

Mean practice profits as a percentage of practice revenue, 2015 to 2024, by practice size



3.6 Profits per head

Average profits per head increase with practice size, but the trend is uneven across certain size categories.

Average profits per Partner/Director/Sole Principal rise as practices become larger, although there is little variation in practices with fewer than five staff. A clear distinction is seen as practices surpass 10 and 100 staff, with little variation in profits per head between practice sizes 10-<20, 20-<50 and 50-<100.

Chart 3-16

Average profits per Partner/Director/Sole Principal, by practice size

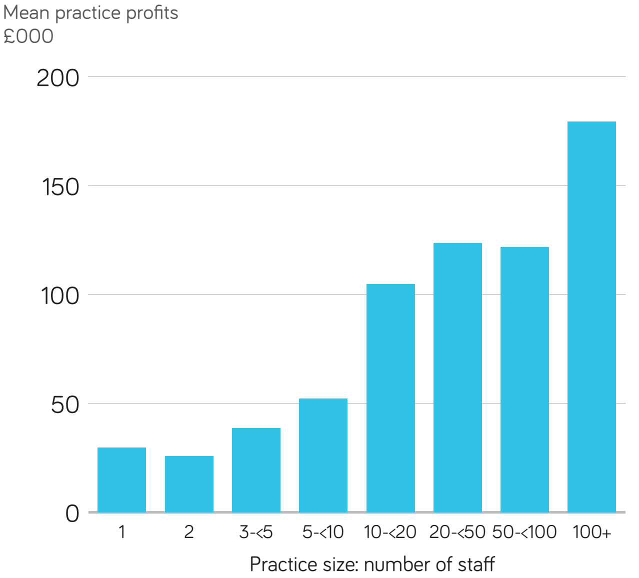


Chart 3-17

Average profits per all fee-earning staff, by practice size

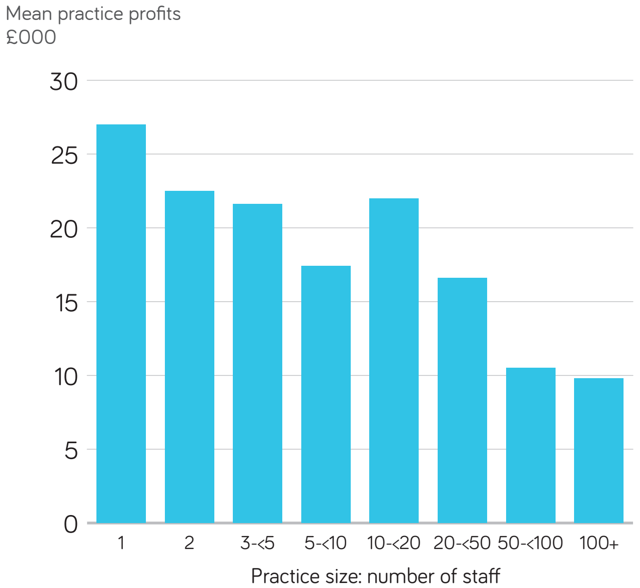


Chart 3-18

Average practice profits, by region

3.7 Expenditure elements

Practice expenditure continues to rise, largely driven by increasing payroll costs.

Total expenditure by RIBA Chartered Practices has increased year on year over the last three years, with payroll costs driving most of the rise. Payroll, which accounted for the largest share of total expenditure on average, led this year's 10 per cent increase in average expenditure per practice, which outpaced revenue growth.

Chart 3-19

Total practice expenditure by all RIBA Chartered Practices: trends 2015 to 2024

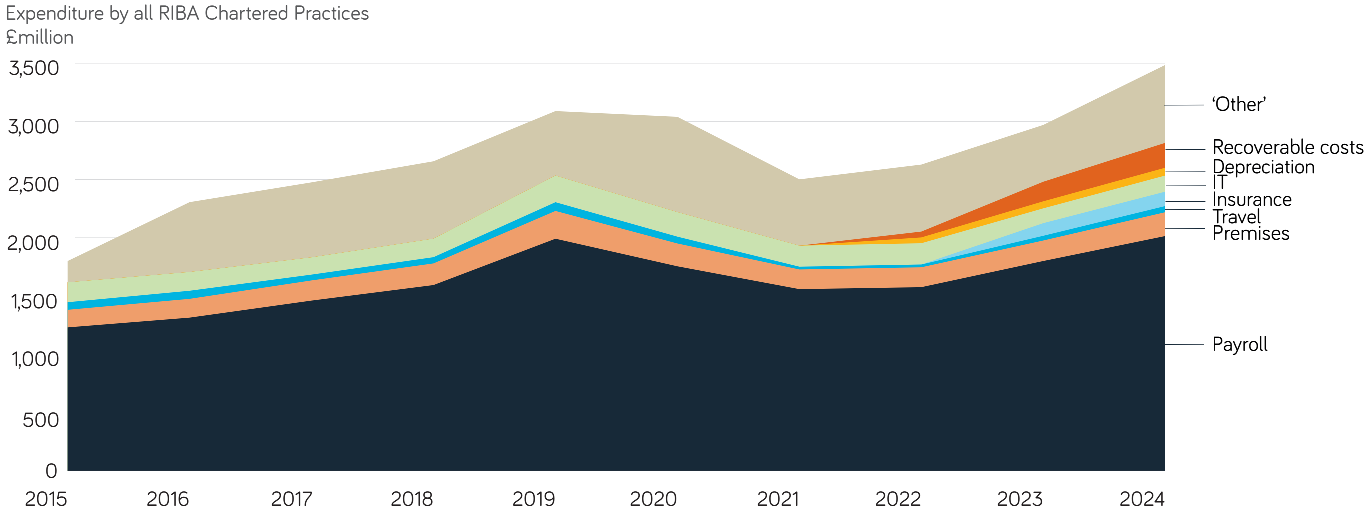
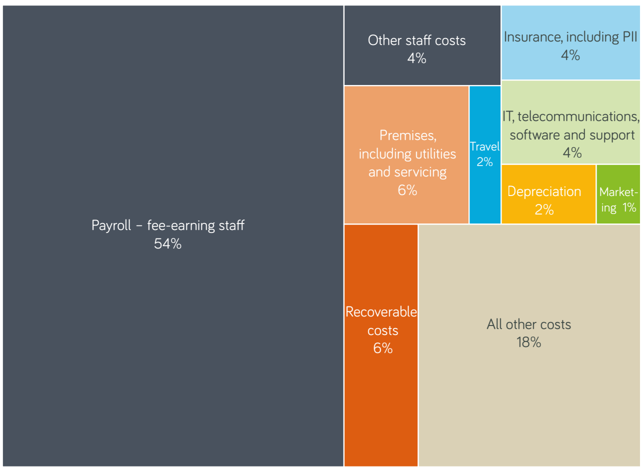


Chart 3-20

Share of practice expenditure by element



3.8 Professional Indemnity Insurance

PII premiums increase dramatically for practices with 20 or more staff.

Professional Indemnity Insurance (PII) premiums rise with practice size. Smaller practices pay, on average, less than £40,000 annually for their PII cover but this average figure jumps to over £200,000 per annum for practices with 50-<100 staff and to more than £500,000 annually for 100+ practices. Most larger practices carry insurance cover of between £5 million and £10 million.

Chart 3-21

PII policy has exclusions for general fire safety

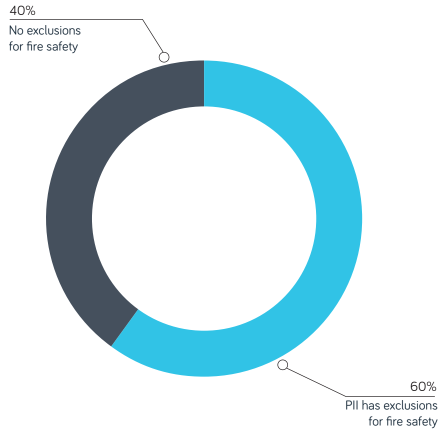


Chart 3-22

Average PII premium, by practice size

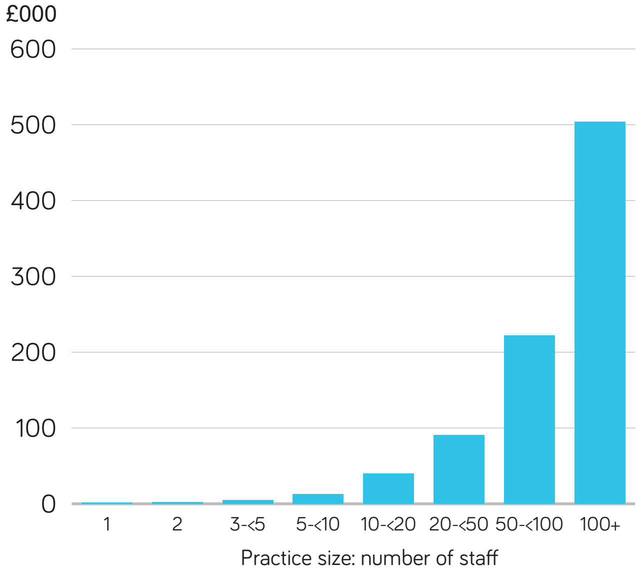
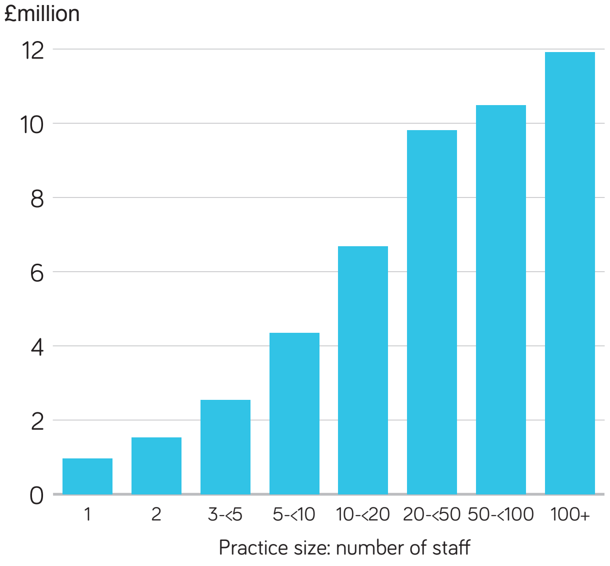


Chart 3-23

Average PII cover, by practice size



3.9 Hourly rates

Average hourly rates have increased the most for senior positions in larger practices.

Since 2023, average hourly rates have risen for nearly all staff types. Partners/Directors/Sole Principals charge over £100 per hour for practices with 3-<5 staff, and more than £200 per hour in 100+ staff practices. Architects with over five years of ARB registration are charged out at between £87 and £98 per hour, except in the largest practices, where their average rate is £105.

Chart 3-24

Average hourly charge-out rates for hourly paid work

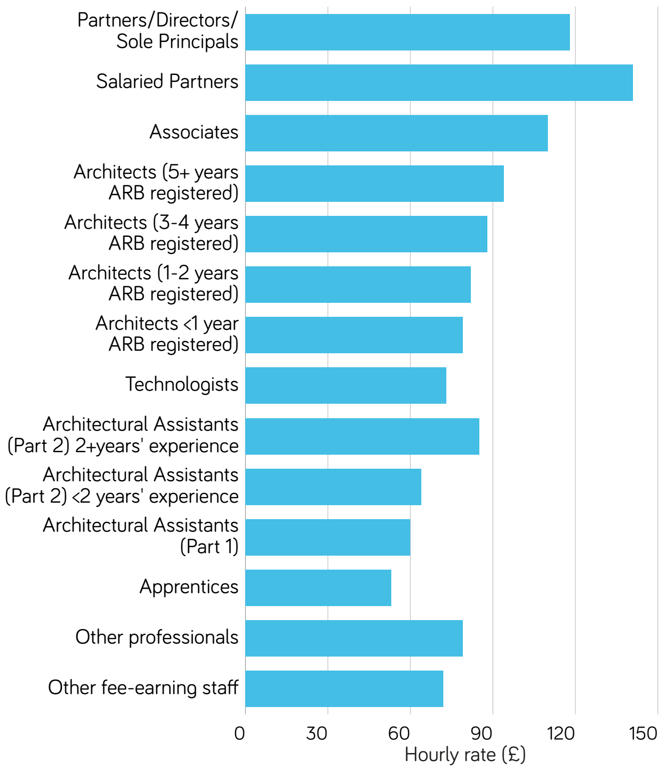
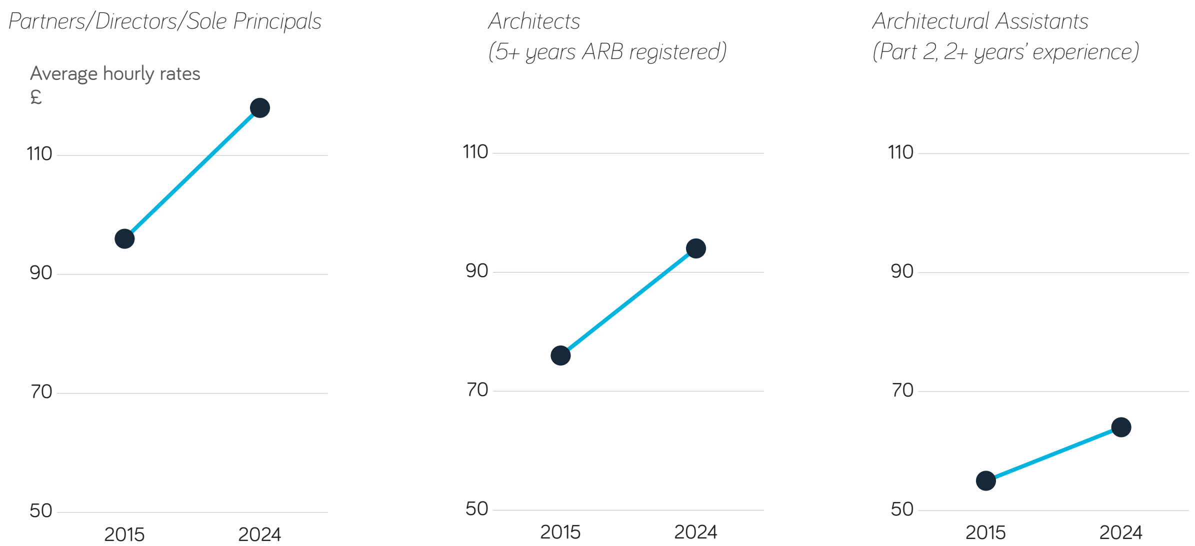


Chart 3-25

Average hourly charge-out rates, Partners/Directors/Sole Principals, by region

Chart 3-26

Changes in average hourly charge-out rates over time, selected staff, 2015 to 2024



3.10 Staff time spent on billable work

Practice owners spend less time on billable work than architects and associates.

Practice owners (Partners/Directors/Sole Principals) spend just under half their time on billable work, compared with nearly 70 per cent for architects, technologists and assistants. Associates spend around 63 per cent of their time on billable tasks. Additionally, 63 per cent of practices actively record the time spent on billable work.

Chart 3-27

Percentage of time spent on billable work

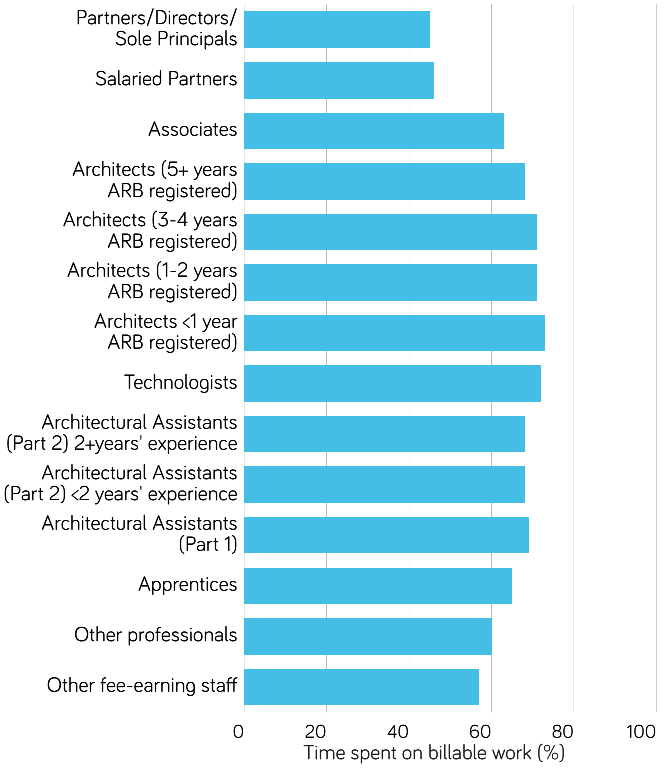


Chart 3-28

Recording staff time that is billed to clients

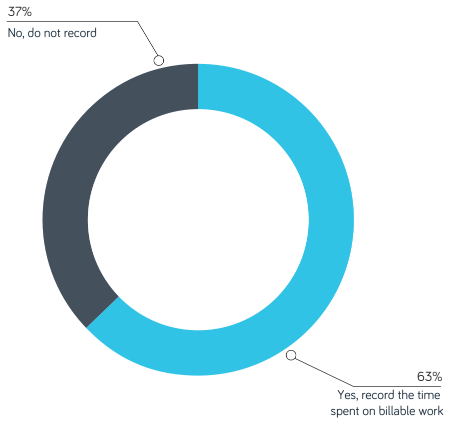


Table 3-1

Total revenue generated by RIBA Chartered Practices, by practice size

£	2024 TOTAL revenue from ALL Chartered Practices	2023 TOTAL revenue from ALL Chartered Practices
1	59,808,834	53,450,098
2	57,331,698	53,179,829
3-<5	129,430,597	123,723,696
5-<10	359,184,744	314,071,895
10-<20	454,263,272	391,929,083
20-<50	732,604,931	586,332,987
50-<100	452,938,625	437,446,123
100+	1,799,870,960	1,625,909,466
TOTAL	4,045,433,661	3,586,043,177

Note: In all tables, totals may not sum precisely due to small discrepancies caused by rounding.

Table 3-2

Average practice revenue, by practice size

£	Average practice revenue				
	2024 MEAN	Lower quartile	2024 MEDIAN	Upper quartile	2023 MEAN average practice revenue
1	60,170	27,794	49,880	72,600	56,204
2	100,230	50,000	84,840	121,241	99,588
3-<5	200,979	109,041	170,127	262,197	194,840
5-<10	444,536	289,170	411,507	529,580	404,732
10-<20	1,305,354	728,996	996,724	1,335,633	1,065,025
20-<50	2,954,052	1,534,601	2,162,676	3,036,245	2,443,054
50-<100	6,564,328	4,778,372	6,030,884	8,166,724	6,161,213
100+	32,724,927	10,465,941	19,671,129	29,754,842	29,561,990
ALL	1,575,662	82,450	261,938	738,138	1,428,278

*Note: This table reports two types of average: the **mean** and the **median**. The **mean** average is a simple arithmetical average of all values – all responses are summed and divided by the number of responses. The **median** average is the middle figure, when all figures are sorted into order with the highest value first and the lowest..*

The lower quartile and upper quartile figures show the practice revenue for a practice at the one-quarter position and a practice at the three-quarters position.

*There is some difference between the **mean** and the **median** average; the **mean** average can be strongly affected by extremely high (or low) values. Differences between the **mean** and the **median** averages become greater as practice size increases. In the charts and commentary, we report on the **mean** average in order to be consistent with pre-2015 Benchmarking Survey reports. However, readers may prefer to use the **median** average as an alternative.*

Table 3-3

Average (mean) practice revenue per head, by practice size

£ per head	Average (mean) practice revenue per head								
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Per Partner/Director/Sole Principal	69,367	70,357	138,039	253,516	596,341	915,974	1,413,154	2,250,665	356,430	340,825
Per Architect	69,367	64,077	97,940	129,870	193,050	224,294	187,798	270,698	124,776	109,654
Per architectural staff	63,549	57,483	74,143	81,450	118,832	146,710	126,407	186,043	87,588	77,086
Per all fee-earning staff	62,565	56,902	71,410	77,853	112,042	118,595	112,759	134,617	81,040	72,898

Table 3-4

Average revenue per practice, by region

£	Average practice revenue				2024 TOTAL revenue from ALL Chartered Practices	2023 MEAN	2023 TOTAL revenue from ALL Chartered Practices
	2024 MEAN	Lower quartile	2024 MEDIAN	Upper quartile			
South West	729,152	70,169	220,000	523,769	61,092,603	688,062	56,222,131
Wessex	1,156,959	80,338	269,437	608,341	174,940,686	395,205	57,075,240
South	834,889	121,352	284,305	789,201	132,252,741	476,727	73,680,018
South East	418,103	61,164	136,047	377,592	72,799,066	619,348	104,745,591
London	2,956,756	86,814	300,662	1,046,369	2,800,559,942	2,718,683	2,507,320,936
West Midlands	762,180	76,190	334,606	577,447	87,308,484	977,433	105,870,021
East Midlands	1,312,437	108,134	336,967	1,235,786	115,977,336	1,346,087	120,221,517
East	646,752	64,000	211,163	681,099	116,844,304	737,454	122,851,552
North West	900,382	90,391	233,883	573,677	166,202,174	762,384	133,765,267
Yorkshire	943,140	114,254	289,469	829,934	111,124,436	978,888	109,747,878
North East	1,702,532	51,656	193,988	737,224	76,896,275	1,444,585	56,731,585
Wales	274,732	55,837	143,576	365,221	14,386,679	414,118	20,722,442
Scotland	1,376,515	108,413	395,310	2,190,551	63,973,483	1,404,521	59,606,445
Northern Ireland	1,130,843	152,844	285,680	1,040,044	51,075,452	1,315,216	57,482,554
ALL	1,575,662	82,450	261,938	738,138	4,045,433,661	1,428,278	3,586,043,177

*Note: For a description of the difference between **mean** and **median** averages please see the note below table 3-2.*

Table 3-5

Average practice profits, by practice size

£000	Average practice profits									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Mean average	26	39	61	95	250	412	640	2,647	194	206
Lower quartile	5	8	14	26	52	72	249	422	15	18
Median average	19	29	45	71	150	283	439	1,233	50	55
Upper quartile	37	56	81	151	330	575	807	2,309	143	141
Average (mean) profits as a percentage of practice revenue	39	35	27	21	19	14	10	8	13	15
Percentage of profits from ALL RIBA Chartered Practices	4	4	7	15	16	20	8	26	100	100
TOTAL profits from ALL RIBA Chartered Practices, £m	**23**	**20**	**35**	**76**	**86**	**103**	**43**	**136**	**523**	**532**

*Note: For a description of the difference between **mean** and **median** averages please see the note below table 3-2.*

Table 3-6

Average practice profits per head, by practice size

£ per head	Average (mean) practice profits									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Per Partner/Director/Sole Principal	29,774	25,752	38,688	52,299	104,763	123,577	121,723	179,407	59,964	66,432
Per Architect	29,774	24,092	28,702	28,977	37,664	32,765	19,676	19,935	29,267	30,376
Per architectural staff	27,388	22,600	22,537	18,061	23,352	21,107	11,794	13,085	21,834	22,512
Per all fee-earning staff	26,997	22,499	21,619	17,360	21,952	16,631	10,474	9,836	20,742	21,573

Table 3-7

Average practice profits, by region

£/%	Region													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
Average (mean) profits per practice, £000	91	175	140	90	291	131	253	101	158	183	215	34	251	183
Average (mean) profits per Partner/Director/Sole Principal, £000	39	77	66	39	69	50	66	49	56	57	57	23	69	71
Average (mean) profits as a percentage of revenue	9	12	12	14	5	12	14	12	11	12	10	9	15	9
Percentage of TOTAL profits from ALL Chartered Practices	2	7	5	4	50	3	5	5	6	5	3	0	3	1

Table 3-8

Average practice expenditure, by practice size

£000	Average (mean) practice expenditure									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Average (mean) expenditure per practice	31	57	127	331	954	2,316	5,525	28,351	1,295	869
Average (mean) expenditure per Partner/Director/Sole Principal	36	42	90	189	441	735	1,197	1,977	275	246
Average (mean) expenditure per practice EXCLUDING salaries	16	23	51	116	318	830	1,601	11,308	463	344

%	Average (mean) practice expenditure									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Expenditure as percentage of practice revenue	56	61	67	75	75	80	85	85	69	65
Expenditure per practice EXCLUDING salaries as a percentage of practice revenue	30	27	27	26	25	27	25	29	27	28

Note: £ values for individual elements of expenditure, and percentages of revenue calculated from these, may not precisely match with subsequent tables due to variations in the way respondents were asked to source expenditure data. This mismatch is greatest for larger practices.

Table 3-9

Average practice expenditure on elements, by practice size

£	Average (mean) practice expenditure									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Payroll – fee-earning staff	10,689	28,345	63,879	186,054	548,930	1,335,323	3,417,226	13,990,996	693,388	499,096
Other staff costs	2,727	3,514	7,280	16,294	33,696	160,468	227,362	987,387	55,721	27,865
Premises, including utilities and servicing	2,470	4,361	9,935	25,720	68,679	170,884	322,022	1,361,507	76,144	51,567
Travel, including public transport, motor and hotel costs	1,861	2,420	3,547	6,269	16,805	37,566	75,676	363,024	19,541	11,770
Insurance, including PII	1,485	2,881	5,860	14,811	40,234	108,743	242,321	753,951	45,988	31,788
IT infrastructure, telecommunications, software and support	1,774	2,696	7,832	13,692	41,023	101,020	277,686	967,671	51,580	37,255
Depreciation	894	1,322	2,329	5,061	14,309	33,117	99,383	635,198	24,964	17,686
Marketing	1,160	1,211	1,884	4,865	10,613	18,302	79,378	173,649	11,603	8,541
Recoverable costs	1,981	2,581	8,497	15,098	80,060	109,478	322,394	1,806,022	79,331	49,147
All other costs	5,625	7,444	15,874	43,574	99,557	241,542	461,062	7,311,948	237,054	134,204
ALL	30,667	56,776	126,917	331,437	953,905	2,316,443	5,524,510	28,351,353	1,295,314	868,920

Table 3-10

Average practice expenditure, by region

£/%	Average (mean) practice expenditure													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
Average expenditure per Partner/Director/Sole Principal, £000	207	349	285	123	397	171	252	175	184	229	181	130	215	241
Percentage of practice expenditure on:														
Payroll – fee-earning staff	62	55	58	62	52	54	61	57	52	59	52	56	61	55
Other staff costs	5	12	6	4	4	4	5	3	3	3	3	9	3	2
Premises, including utilities and servicing	5	6	7	7	6	7	5	6	6	6	6	6	7	5
Travel, including public transport, motor and hotel costs	2	1	2	2	1	3	3	1	1	3	2	3	2	2
Insurance, including PII	5	3	4	5	3	5	5	4	4	5	4	5	5	7
IT infrastructure, telecommunications, software and support	4	3	4	5	4	5	6	4	4	5	5	5	6	4
Depreciation	2	1	1	1	2	3	3	2	2	1	2	2	2	1
Marketing	2	1	1	1	1	1	1	1	1	1	2	1	1	1
Recoverable costs	4	7	9	3	6	3	4	11	5	4	16	3	7	3
All other costs	9	10	7	9	22	16	6	11	22	14	7	10	7	19
ALL	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Table 3-11

Professional Indemnity Insurance (PII) annual premium, by practice size

%/£	PII annual premium								
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
MEAN average	1,377	2,545	4,903	12,724	39,855	91,047	222,410	503,998	33,612	39,186
Lower quartile	633	855	1,750	5,569	13,369	37,120	154,221	268,693	1,458	1,336
MEDIAN average	910	1,500	3,101	8,473	24,120	70,000	198,521	520,603	5,600	4,637
Upper quartile	1,527	2,973	6,809	14,749	43,328	110,715	292,862	750,000	18,059	17,071
Whether PII policy includes exclusions for general fire safety %	52	55	53	65	68	68	67	68	60	63

Table 3-12

Professional Indemnity Insurance (PII) cover, by practice size

%/£	Level of PII cover									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Up to £250,000	28	11	6	1	3	1	2	6	9	10
£250,001 to £500,000	25	22	9	1	1	0	0	0	10	10
£500,001 to £1m	30	33	23	13	5	1	0	3	18	18
>£1m to £5m	17	32	60	70	52	18	2	6	42	44
>£5m to £10m	0	2	2	13	38	77	87	49	19	17
Over £10m	0	0	1	1	2	4	9	37	2	2
ALL	100	100	100	100	100	100	100	100	100	100
Average (mean) cover, £million	1.0	1.5	2.5	4.4	6.7	9.8	10.5	11.9	4.1	3.9

Table 3-13

Average hourly charge-out rates, by practice size

£	Average (mean) rate per hour									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Partners/Directors/Sole Principals	88	96	106	128	141	151	168	205	118	112
Salaried Partners	n/a	n/a	102	130	139	149	158	169	141	123
Associate Directors or Associates	n/a	n/a	89	108	109	113	120	128	110	105
Architects (5+ years ARB registered)	n/a	n/a	87	94	98	92	95	105	94	91
Architects (3-4 years ARB registered)	n/a	n/a	n/a	91	90	83	85	92	88	83
Architects (1-2 years ARB registered)	n/a	n/a	n/a	81	84	82	78	86	82	77
Architects (<1 year ARB registered)	n/a	n/a	n/a	79	90	74	74	83	79	78
Technologists	n/a	n/a	69	71	74	74	80	79	73	70
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	70	76	65	65	67	74	72	68
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	60	66	63	65	69	64	64
Architectural Assistants, Part 1	n/a	n/a	51	61	65	57	56	62	60	59
Apprentices	n/a	n/a	n/a	52	53	52	53	58	53	49
Other professionals	n/a	n/a	n/a	72	90	73	n/a	n/a	79	62
Other fee-earning staff	n/a	n/a	n/a	68	70	74	78	79	72	61

Note: n/a indicates not enough data for this size of practice.

Table 3-14

Average hourly charge-out rates, by region

£	Average (mean) rate per hour													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
Partners/Directors/Sole Principals	109	108	119	104	144	100	113	107	98	99	95	95	99	91
Salaried Partners	n/a	n/a	136	n/a	175	n/a	n/a	125	118	n/a	n/a	n/a	n/a	n/a
Associate Directors or Associates	n/a	97	108	96	134	95	98	99	97	90	n/a	n/a	n/a	n/a
Architects (5+ years ARB registered)	86	89	91	90	106	85	89	92	82	85	n/a	n/a	74	n/a
Architects (3-4 years ARB registered)	n/a	80	n/a	n/a	100	n/a	n/a	85	n/a	n/a	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	81	n/a	n/a	91	n/a	n/a	75	73	n/a	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a	87	n/a	n/a	74	n/a	n/a	n/a	n/a	n/a	n/a
Technologists	62	75	80	76	85	73	71	71	72	72	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	60	72	71	82	68	65	65	59	63	n/a	n/a	59	n/a
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	66	n/a	71	n/a	n/a	58	57	n/a	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	56	62	56	68	59	55	58	56	54	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a	60	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other professionals	n/a	n/a	n/a	n/a	86	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a	85	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Note: n/a indicates not enough data for this region.

Table 3-15

Practices recording staff time spent on billable work, by practice size

%	Proportion recording									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Practice records the amount of staff time that is spent on billable work	55	56	56	64	74	68	83	92	63	60

Table 3-16

Percentage of time that staff spend on billable work, by practice size

%	Proportion of staff time									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Partners/Directors/Sole Principals	52	51	49	41	42	37	36	47	45	46
Salaried Partners	30	52	32	46	53	43	45	49	46	49
Associate Directors or Associates	90	48	60	60	61	65	69	70	63	64
Architects (5+ years ARB registered)	0	49	53	65	70	71	78	77	68	71
Architects (3-4 years ARB registered)	60	90	47	60	69	74	80	78	71	72
Architects (1-2 years ARB registered)	0	40	44	63	66	75	81	81	71	72
Architects (<1 year ARB registered)	0	0	44	67	72	72	79	78	73	69
Technologists	85	47	69	71	73	73	81	68	72	72
Architectural Assistants, Part 2 (2+ years' experience)	70	60	52	58	68	75	81	79	68	72
Architectural Assistants, Part 2 (<2 years' experience)	90	0	77	62	59	70	80	80	68	71
Architectural Assistants, Part 1	0	58	58	60	68	72	81	78	69	68
Apprentices	0	0	23	58	59	67	71	75	65	64
Other professionals	0	0	40	59	60	61	55	69	60	62
Other fee-earning staff	0	45	16	42	50	66	62	71	57	53

4 Salaries

£50,000

Average salary for Partners/Directors/ Sole Principals across all practice sizes

£45,000

Average salary for Architects (5+ years ARB registered)

16%

Gender pay gap - male staff earn more than female staff

13%

Ethnicity pay gap - white staff earn more

West Meadow | Architects: Hollaway Studio | Photograph: Hufton + Crow

Salaries

Average pay continues to rise for most staff types, including a rebound this year for Partners/Directors/Sole Principals.

Salaries continue their long-term upward trend, with average pay rising across all staff categories this year. Increases range from 3 to 5 per cent for most roles, although senior staff - such as Associates and Salaried Partners & Directors - have seen smaller rises.

Pay for Sole Principals/Partners/Directors, which tends to fluctuate more than others, has rebounded after last year's decline, to reach an average just short of £50,000 - the highest figure recorded by this survey. In mid-sized practices, Sole Principals/Partners/Directors earn closer to £70,000, while in practices with 20 or more staff, their average earnings exceed £100,000.

The gender pay gap remains the same as last year - at 16 per cent. However, the pay gap has closed for several roles, with pay parity between male and female Associates and Architects with less than five years of ARB registration.

Compared with last year, the average value of fringe benefits has fallen for several staff groups, although the value of these benefits has increased for Partners/Directors/Sole Principals.

Survey notes:

1 RIBA Chartered Practices were asked to provide data on the 'average' salary paid to each type of staff. Respondents calculated the 'average' themselves; we asked that this should ideally be the median average.

2 We asked for the basic salary, excluding overtime. This is the salary received by the employee, before tax and National Insurance are deducted but excluding Employer's National Insurance costs.

3 Basic salary was the salary being paid on 1 May 2024. The salary included profit share, where given, and if included it was the average profit share across the year. Bonus payments are not included.

4 Partners/Directors/Sole Principals are treated differently. Their salary is combined with Partners' share of profits and Directors' dividends.

5 All salaries have been converted by respondents to full-time equivalent (FTE). Salaries, dividends or profit shares and fringe benefits for Partners/Directors/Sole Principals are an approximation of the totals paid in the 12 months to 1 May 2024.

6 Average earnings are reported here as 'median' averages, as distinct from 'mean' averages. This follows the approach used in the RIBA/The Fees Bureau Architects' Earnings Survey – the median average is virtually unaffected by the presence of any unusually high or low values. See the note below table 3-2 for a fuller explanation.

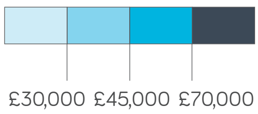
4.1 Salaries in RIBA Chartered Practices

Average pay rises for almost every staff category.

Average pay has increased for all staff categories this year. Average pay for Partners/Directors/Sole Principals has risen by 7 per cent, more than reversing last year's fall. Architectural Assistants, Part 2 (2+ years' experience) have seen the biggest rise in average pay - up by 10 per cent. The average pay for the most senior and most junior Architects (5+ years ARB registered and <1 year) has increased by 5 per cent, as has the average salary of Part 1 Architectural Assistants. Associates and Salaried Partners & Directors have seen a smaller rise, of 2 per cent, in their average salaries this year.

Chart 4-1

Average salaries: all staff

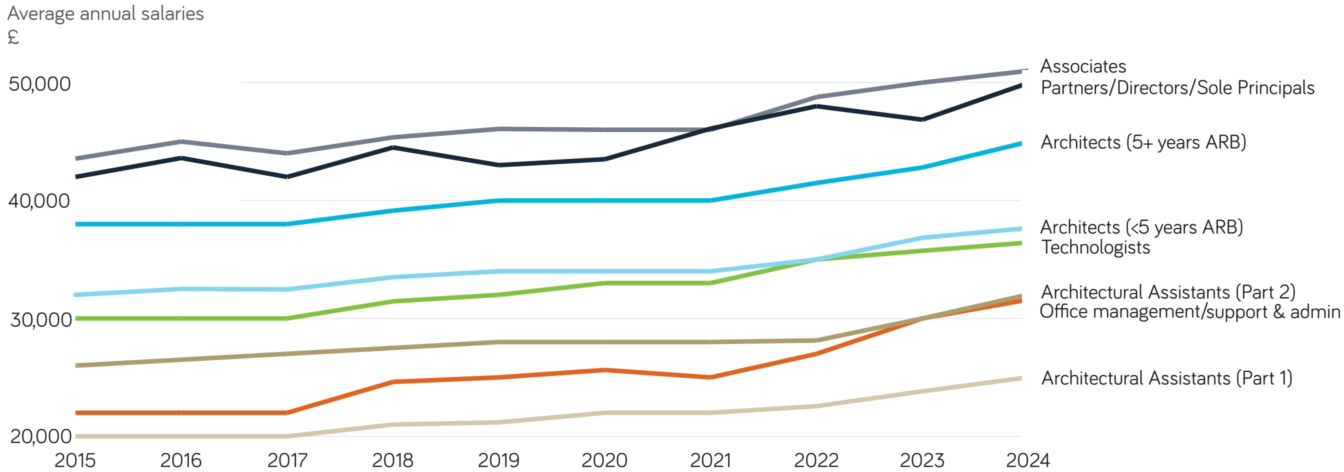


£	Lower quartile	2024 MEDIAN	Upper quartile	2023 MEDIAN
Partners/Directors/Sole Principals	32,000	49,970	74,605	46,854
Salaried Partners & Directors	52,435	66,500	84,994	65,500
Associate Directors or Associates	45,000	51,000	60,000	50,000
Architects (5+ years ARB registered)	40,000	44,982	49,500	42,802
Architects (3-4 years ARB registered)	37,500	40,000	44,000	38,545
Architects (1-2 years ARB registered)	34,000	37,000	40,103	36,071
Architects (<1 year ARB registered)	33,000	36,000	38,400	34,125
Technologists	32,000	36,438	42,000	35,737
Architectural Assistants, Part 2 (2+ years' experience)	30,000	33,995	36,775	31,000
Architectural Assistants, Part 2 (<2 years' experience)	27,727	30,063	33,043	29,000
Architectural Assistants, Part 1	23,400	25,012	27,352	23,824
Apprentices	22,010	24,075	27,000	23,579
Other construction professionals	31,498	39,000	44,250	37,500
Other fee-earning staff	29,545	36,875	45,319	35,000
Office management/support & admin	25,500	31,599	38,000	30,000

Note: The MEDIAN average is the middle figure, when all figures are sorted into size order. The upper and lower quartiles show salaries at the one-quarter and three-quarters positions.

Chart 4-2

Average (median) salaries for selected staff: trends 2015 to 2024



4.2 Salaries by region and size

Average salaries for Partners/Directors/Sole Principals are highest in London, the South and Scotland.

Chart 4-3

Average earnings (salaries and dividends) paid to Partners/Directors/Sole Principals, by region

Chart 4-4

Average salaries paid to Architects (5+ years' ARB registered) by region

Chart 4-5

Amount of variation from national average salaries for Partners/Directors/Sole Principals, by size of practice

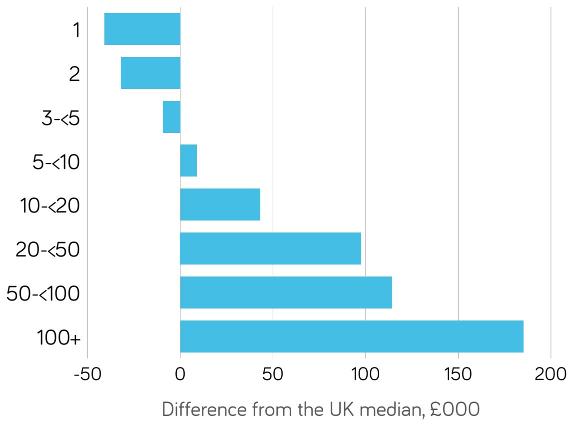
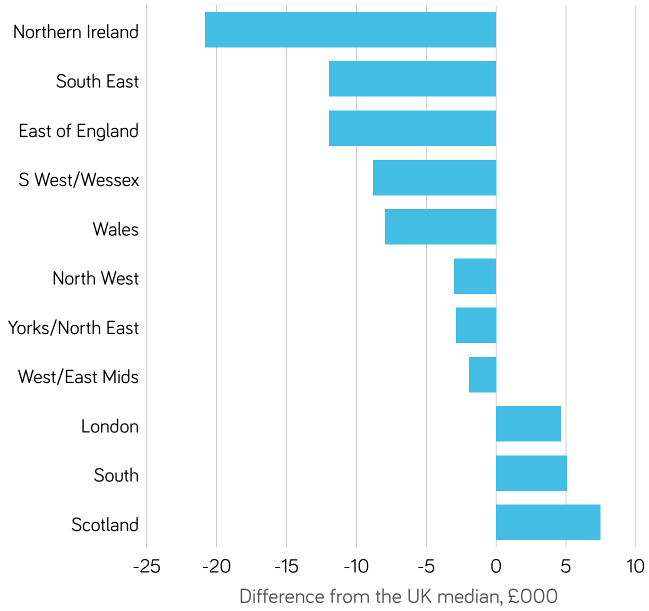


Chart 4-6

Amount of variation from national average salaries for Partners/Directors/Sole Principals, by region



4.3 Gender and ethnicity pay gaps

The gender pay gap figure for all staff is 16 per cent.

Female staff remain under-represented among the top earners. Only 27 per cent of those in the highest earning quartile are women, while 52 per cent of the lowest earners are female. The overall gender pay gap stands at 16 per cent this year, unchanged from last year. However, the gap narrows significantly among certain groups, with almost no disparity for Architects with less than four years' ARB experience and Architectural Assistants with under two years of experience. The gender pay gap is negative for Assistants with more than two years' of experience, meaning female Assistants earn higher average salaries than males in this group.

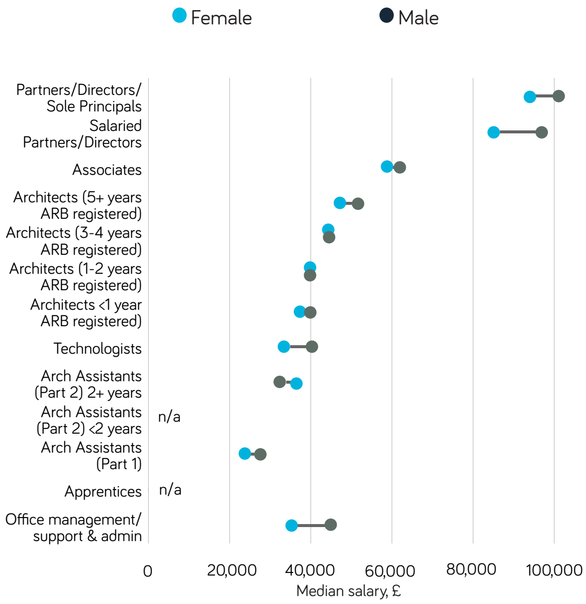
The ethnicity pay gap figure for all staff is 13 per cent.

The ethnicity pay gap measures the difference in average pay between Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups and white staff. The overall pay gap of 13 per cent is similar to last year's figure. Staff from Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups are under-represented in the highest quartile of incomes and over-represented in the lowest two quartiles.

Note: Data on gender and ethnicity pay gaps relates only to larger practices that completed a separate spreadsheet. These are mainly, although not exclusively, practices with 50-<100 and 100+ staff, self-selected.

Chart 4-7

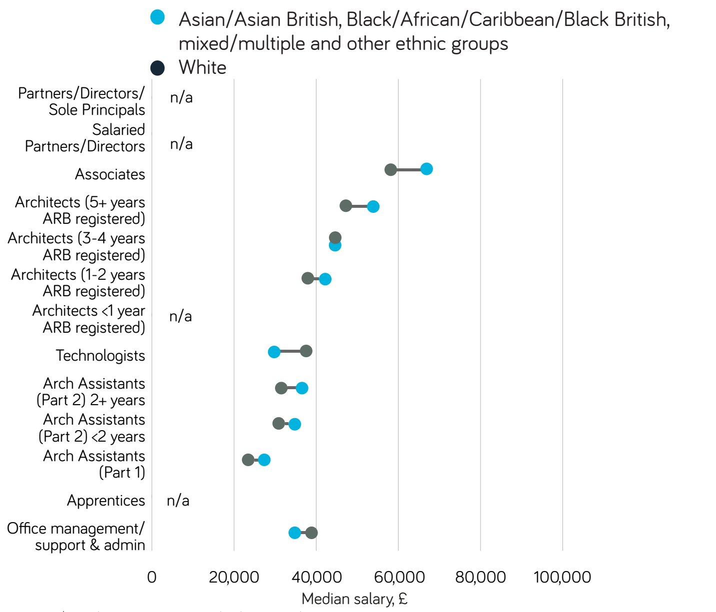
Pay gap between female and male staff



Note: n/a indicates not enough data for this category.

Chart 4-8

Pay gap between Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups and white staff



Note: n/a indicates not enough data for this category.

Chart 4-9

Proportion of staff in each pay quartile, by gender

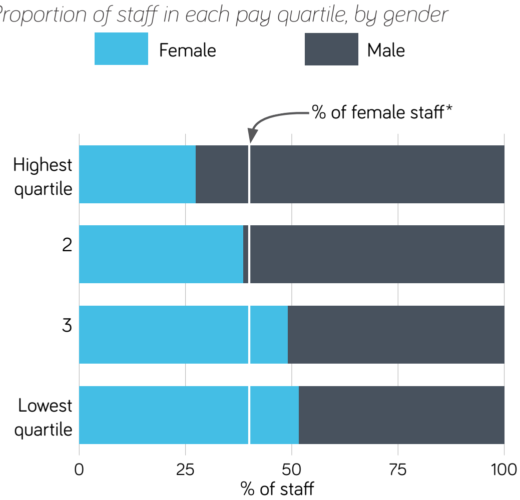
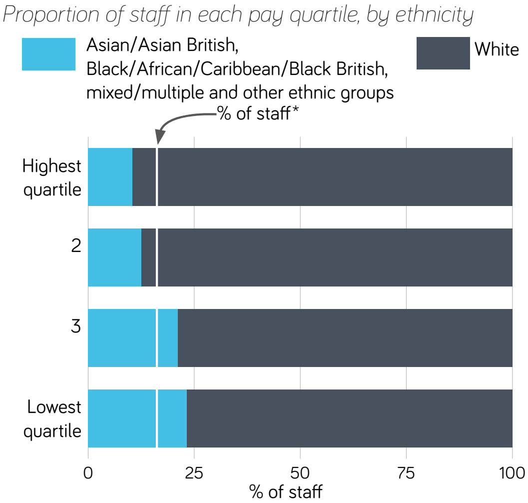


Chart 4-10

Proportion of staff in each pay quartile, by ethnicity



** This is the percentage of staff in all RIBA Chartered Practices and may not necessarily be the same as the percentage of staff in this sub-sample.*
The four bars represent four quartiles of staff. Staff are ranked in order of the pay they receive and then split into four groups (quartiles). The 25 per cent of staff who receive the highest pay are in the 'Highest quartile' (quartile 1); the 25 per cent of staff who receive the next highest pay are in quartile 2, etc.

4.4 Staff conditions and benefits

Benefits are more generous in larger practices.

In most practices, the standard contracted working week is 37 to 38 hours, with holiday allowances also being fairly consistent, averaging 24 to 25 days across most practice sizes. However, both the smallest and largest practices tend to offer more holidays. Some 67 per cent of practices provide extra pay or time off in lieu for staff who work beyond their contracted hours. Fewer practices allow employees to buy or sell leave days - about 30 per cent of practices in most practice sizes but rising to 47 per cent in 100+ practices.

On average, practices contribute 4 per cent to employees' pensions - just above the legal minimum of 3 per cent. Almost all (98 per cent) ensure that all staff are paid at least the real living wage, as set by the Living Wage Foundation.

In addition to salaries, many practices offer additional benefits. The average value of these fringe benefits is at least £500 for Architects, increasing to nearly £1,900 for Associates and £4,400 for Salaried Partners & Directors. For Partners/Directors/Sole Principals, the average value is £2,750. However, for all architects except Partners/Directors/Sole Principals, the average value of fringe benefits has decreased compared with last year.

Chart 4-11

Average contracted hours worked per week, by practice size

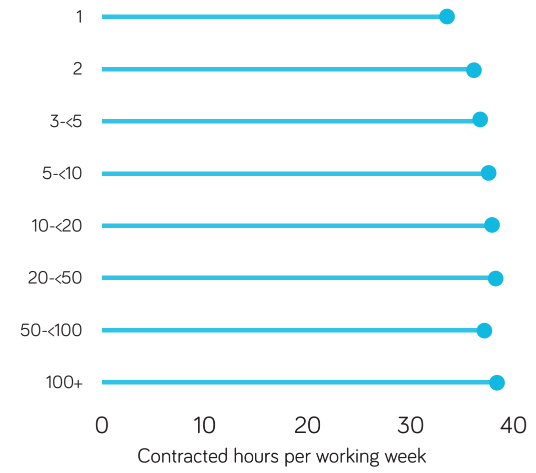


Chart 4-12

Practices offering family leave beyond the statutory minimum, by practice size

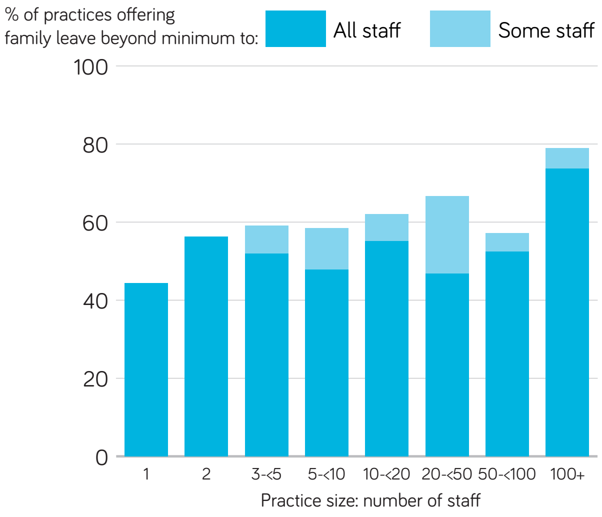


Chart 4-13

Practices offering opportunity to buy back or sell leave days, by practice size

Chart 4-14

Practices offering pay or time off in lieu (TOIL) for working more than contacted hours, by practice size

Table 4-1

Average (median) salaries for female and male staff and pay gap, by staff type

£	2024 MEDIAN			2023 MEDIAN		
	Female	Male	Pay gap %*	Female	Male	Pay gap %*
Partners/Directors/Sole Principals	95,000	99,963	5	111,410	119,240	7
Salaried Partners & Directors	86,700	95,465	9	60,372	97,200	38
Associate Directors or Associates	60,240	60,438	0	48,992	59,325	17
Architects (5+ years ARB registered)	48,119	50,350	4	40,280	47,000	14
Architects (3-4 years ARB registered)	44,100	44,100	0	38,400	41,087	7
Architects (1-2 years ARB registered)	40,000	40,000	0	34,680	37,250	7
Architects (<1 year ARB registered)	38,400	38,850	1	34,680	35,000	1
Technologists	35,000	38,925	10	31,590	38,000	17
Architectural Assistants, Part 2 (2+ years' experience)	35,000	34,000	-3	31,000	34,125	9
Architectural Assistants, Part 2 (<2 years' experience)	32,000	32,000	0	25,000	30,199	17
Architectural Assistants, Part 1	25,165	26,000	3	n/a	23,850	n/a
Apprentices	n/a	n/a	n/a	37,431	24,856	-51
Other construction professionals	36,125	40,600	11	35,000	43,000	19
Other fee-earning staff	37,260	44,500	16	35,000	42,000	17
Office management/support & admin	36,446	43,750	17	n/a	34,920	n/a
ALL staff	40,000	47,400	16	39,000	46,350	16

** Pay gap is measured as the percentage by which average (median) earnings of female staff are lower than the average earnings of male staff.*

Table 4-2

Average (median) salaries for Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups and white staff and pay gap, by staff type

£	2024 MEDIAN			2023 MEDIAN		
	Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups	White	Pay gap %*	Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups	White	Pay gap %*
Partners/Directors/Sole Principals	n/a	99,963	n/a	103,000	123,421	17
Salaried Partners & Directors	n/a	90,100	n/a	65,000	97,920	34
Associate Directors or Associates	65,500	59,069	-11	46,440	58,000	20
Architects (5+ years ARB registered)	52,500	48,500	-8	39,000	46,000	15
Architects (3-4 years ARB registered)	44,100	44,100	0	35,000	40,000	13
Architects (1-2 years ARB registered)	40,696	39,400	-3	33,000	36,080	9
Architects (<1 year ARB registered)	n/a	38,400	n/a	32,000	33,875	6
Technologists	31,250	36,250	14	n/a	36,250	n/a
Architectural Assistants, Part 2 (2+ years' experience)	35,350	33,075	-7	25,500	33,321	23
Architectural Assistants, Part 2 (<2 years' experience)	33,250	32,500	-2	n/a	29,500	n/a
Architectural Assistants, Part 1	25,901	25,000	-4	n/a	23,520	n/a
Apprentices	n/a	n/a	n/a	39,460	n/a	n/a
Other construction professionals	n/a	40,700	n/a	32,000	42,250	24
Other fee-earning staff	37,400	39,709	6	39,200	37,500	-5
Office management/support & admin	36,224	37,500	3	32,195	30,000	-7
ALL staff	39,000	45,000	13	37,651	44,000	14

** Pay gap is measured as the percentage by which average (median) earnings of staff from Asian/Asian British, Black/African/Caribbean/Black British, mixed/multiple and other ethnic groups are lower than the average earnings of white staff.*

Note: Data on gender and ethnicity pay gaps relates only to larger practices that completed a separate spreadsheet. These are mainly, although not exclusively, practices with 50-<100 and 100+ staff, self-selected.

Table 4-3

Average value of fringe benefits, by practice size

£	Average (mean) value of fringe benefits									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Partners/Directors/Sole Principals	1,226	1,046	1,437	2,813	4,516	6,763	8,130	10,366	2,757	2,549
Salaried Partners & Directors	n/a	n/a	n/a	1,513	3,182	8,088	6,435	6,161	4,434	4,550
Associate Directors or Associates	n/a	n/a	734	918	1,574	2,550	2,456	3,928	1,881	2,714
Architects (5+ years ARB registered)	n/a	n/a	470	492	4,182	1,580	1,567	1,914	1,791	1,123
Architects (3-4 years ARB registered)	n/a	n/a	n/a	366	1,261	1,592	1,405	1,635	804	1,777
Architects (1-2 years ARB registered)	n/a	n/a	n/a	420	697	1,499	1,204	1,544	547	1,135
Architects (<1 year ARB registered)	n/a	n/a	n/a	391	572	1,374	1,118	1,446	501	1,072
Technologists	n/a	n/a	n/a	473	1,012	1,301	864	1,498	907	1,097
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a	n/a	1,053	750	1,351	1,033	1,076
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a	n/a	578	866	1,125	768	1,052
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a	n/a	858	672	1,046	846	686
Apprentices	n/a	n/a	n/a	287	368	550	n/a	n/a	542	689
Other construction professionals	n/a	n/a	n/a	n/a	2,575	1,033	1,377	1,804	1,455	1,419
Other fee-earning staff	n/a	n/a	n/a	74	906	764	1,432	1,870	862	1,104
Office management/support & admin	n/a	n/a	191	565	817	1,347	1,004	1,863	908	999

Note: Fringe benefits are defined as financially quantifiable benefits offered to employees, by the employer, as part of their employment 'package'. This includes, for example, employer pension contributions, private health insurance, life insurance, employee discount schemes and employee welfare services.

Table 4-4

Staff conditions and benefits

Number/%	Average (mean) value of fringe benefits									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Average number of contracted hours	33	36	37	37	38	38	38	38	37	37
Average number of paid days' leave	44	22	24	24	24	24	25	37	25	24
Average percentage contribution made to employees' pension	1	4	5	4	4	4	4	4	4	4
% of practices paying all staff, as a minimum, the real living wage*	63	88	97	99	99	100	100	94	98	97

** As set by the Living Wage Foundation.*

Table 4-5

Extent of provision of staff benefits

%	Percentage of practices providing benefit to 'All' staff or 'Some' staff																
	1		2		3-<5		5-<10		10-<20		20-<50		50-<100		100+		2024 ALL	2023 ALL
	All	Some	All	Some	All	Some	All	Some	All	Some	All	Some	All	Some	All	Some	All + some	
Offer family leave beyond the statutory minimums	44	0	56	0	52	7	48	11	55	7	47	20	52	5	74	5	61	58
Allow employees to buy back or sell leave days	22	0	31	0	30	6	24	5	20	5	20	10	29	5	47	5	30	30
Pay (or provide time off in lieu for) staff for working more than their contracted hours	33	0	59	3	62	2	54	11	55	15	44	28	48	19	39	50	67	69

Table 4-6

Average salaries: 1-person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	15,000	29,600	42,503	29,000
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	n/a	n/a	n/a	n/a
Architects (5+ years ARB registered)	n/a	n/a	n/a	n/a
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	n/a	n/a	n/a	n/a

Table 4-7

Average salaries: 2-person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	20,576	34,000	50,000	32,032
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	n/a	n/a	n/a	n/a
Architects (5+ years ARB registered)	n/a	n/a	n/a	n/a
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	n/a	n/a	n/a	n/a

Table 4-8

Average salaries: 3-<5 person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	31,000	45,285	56,984	40,573
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	36,750	45,000	50,000	46,957
Architects (5+ years ARB registered)	37,269	40,800	45,000	40,000
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	28,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	21,111	27,300	30,000	23,507

Table 4-9

Average salaries: 5-<10 person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	42,000	54,385	75,072	50,250
Salaried Partners & Directors	45,000	55,226	69,486	50,000
Associate Directors or Associates	42,000	46,000	52,000	45,000
Architects (5+ years ARB registered)	38,450	42,500	46,000	41,000
Architects (3-4 years ARB registered)	35,000	38,500	42,000	37,000
Architects (1-2 years ARB registered)	33,000	35,000	38,375	34,100
Architects (<1 year ARB registered)	32,000	34,500	37,000	32,000
Technologists	30,600	35,500	40,000	35,000
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	30,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	28,000
Architectural Assistants, Part 1	n/a	n/a	n/a	23,798
Apprentices	20,750	22,750	25,100	n/a
Other construction professionals	n/a	n/a	n/a	31,288
Other fee-earning staff	23,750	26,000	31,739	n/a
Office management/support & admin	23,000	27,000	33,580	25,000

Table 4-10

Average salaries: 10-<20 person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	54,578	71,483	99,500	65,500
Salaried Partners & Directors	54,225	64,000	76,950	67,000
Associate Directors or Associates	45,000	51,500	59,571	49,153
Architects (5+ years ARB registered)	40,000	45,000	50,000	42,000
Architects (3-4 years ARB registered)	37,279	40,000	42,750	38,000
Architects (1-2 years ARB registered)	34,000	36,394	40,000	36,250
Architects (<1 year ARB registered)	33,000	36,000	38,000	33,500
Technologists	32,250	36,000	40,000	35,000
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	30,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	28,000
Architectural Assistants, Part 1	n/a	n/a	n/a	23,498
Apprentices	20,000	22,673	24,000	21,000
Other construction professionals	30,905	38,013	41,921	36,000
Other fee-earning staff	26,215	35,000	42,875	32,000
Office management/support & admin	25,272	30,000	36,938	30,033

Table 4-11

Average salaries: 20-<50 person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	74,800	98,756	146,667	99,710
Salaried Partners & Directors	60,750	70,000	86,000	67,500
Associate Directors or Associates	48,963	53,500	60,238	54,167
Architects (5+ years ARB registered)	41,431	45,584	50,000	45,000
Architects (3-4 years ARB registered)	37,932	40,500	44,834	39,000
Architects (1-2 years ARB registered)	35,000	38,000	40,800	37,000
Architects (<1 year ARB registered)	32,875	36,000	38,606	35,000
Technologists	32,750	36,700	42,100	38,000
Architectural Assistants, Part 2 (2+ years' experience)	30,068	33,900	36,625	32,550
Architectural Assistants, Part 2 (<2 years' experience)	27,000	30,000	32,000	30,000
Architectural Assistants, Part 1	23,000	25,000	27,000	24,000
Apprentices	22,350	24,438	27,000	24,068
Other construction professionals	31,543	38,875	42,000	n/a
Other fee-earning staff	n/a	n/a	n/a	37,245
Office management/support & admin	30,833	36,000	41,344	35,833

Table 4-12

Average salaries: 50-<100 person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	85,994	107,000	143,000	107,000
Salaried Partners & Directors	73,750	87,544	120,000	77,500
Associate Directors or Associates	53,553	59,585	67,609	55,720
Architects (5+ years ARB registered)	43,257	45,275	50,500	45,000
Architects (3-4 years ARB registered)	38,675	41,658	43,071	40,000
Architects (1-2 years ARB registered)	36,000	38,000	42,000	34,600
Architects (<1 year ARB registered)	34,110	36,500	38,875	34,133
Technologists	35,656	39,178	42,587	38,200
Architectural Assistants, Part 2 (2+ years' experience)	29,964	34,500	36,750	31,750
Architectural Assistants, Part 2 (<2 years' experience)	28,344	31,210	34,125	29,089
Architectural Assistants, Part 1	24,188	25,571	27,306	22,940
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	36,933	43,250	46,594	n/a
Other fee-earning staff	36,750	40,000	49,000	37,737
Office management/support & admin	31,368	34,583	41,410	35,356

Table 4-13

Average salaries: 100+ person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	107,379	142,439	200,000	152,220
Salaried Partners & Directors	80,804	91,800	105,000	92,729
Associate Directors or Associates	58,560	61,899	64,310	60,606
Architects (5+ years ARB registered)	46,213	49,011	52,248	47,722
Architects (3-4 years ARB registered)	40,000	43,720	45,629	42,533
Architects (1-2 years ARB registered)	37,500	40,000	41,800	38,940
Architects (<1 year ARB registered)	35,120	38,400	42,000	36,900
Technologists	34,399	42,817	47,670	37,134
Architectural Assistants, Part 2 (2+ years' experience)	30,500	33,880	36,436	32,410
Architectural Assistants, Part 2 (<2 years' experience)	28,375	31,208	33,600	30,750
Architectural Assistants, Part 1	24,500	26,000	28,000	24,515
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	37,918	42,128	47,557	n/a
Other fee-earning staff	37,720	41,750	45,879	39,283
Office management/support & admin	33,913	38,681	45,357	35,500

Table 4-14

Average salaries: expanded list of staff type 20+ person practices

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	80,000	101,124	153,950	105,000
Architect Salaried Partners or non-shareholder Directors	64,834	78,000	100,000	71,000
Non-Architect Salaried Partners or non-shareholder Directors	66,250	82,999	98,475	72,179
Architect Associate Directors or Associates	49,889	57,000	63,960	55,000
Non-Architect Associate Directors or Associates	49,804	56,109	62,447	53,700
Architects (5+ years ARB registered)	42,038	46,213	50,135	45,000
Architects (3-4 years ARB registered)	38,500	41,336	44,917	40,000
Architects (1-2 years ARB registered)	35,500	38,000	41,300	37,388
Architects (<1 year ARB registered)	33,437	36,500	39,500	35,000
Architectural Assistants, Part 2 (2+ years' experience)	30,000	33,990	36,750	32,500
Architectural Assistants, Part 2 (<2 years' experience)	27,829	30,125	33,086	30,000
Architectural Assistants, Part 1	23,400	25,012	27,352	24,000
Level 7 Architect Apprenticeship	24,406	27,821	29,750	26,025
Level 6 Architectural Assistant Apprenticeship	19,680	23,500	25,000	n/a
Technologist (5+ years' experience)	38,000	42,065	47,000	42,047
Technologist (3-4 years' experience)	29,995	35,000	40,000	33,500
Technologist (<3 years' experience)	23,960	27,000	30,000	27,000
Landscape Architects	31,461	37,000	41,000	35,219
Urban Designers	25,000	38,763	41,000	n/a
Interior Designers	30,000	37,500	44,908	35,338
BIM Manager	52,533	55,820	62,231	
BIM Co-ordinator	46,575	47,833	51,188	51,100
BIM support team member	n/a	n/a	n/a	
Graphics and model makers	36,750	38,950	45,593	n/a
Structural Engineers	n/a	n/a	n/a	n/a
Civil Engineers	n/a	n/a	n/a	n/a
Quantity Surveyors	n/a	n/a	n/a	n/a
Other construction professionals	35,369	40,000	46,000	38,000
Senior office staff	41,293	48,000	60,000	47,412
Mid-level office staff	32,500	38,540	44,875	35,500
Admin and support staff	25,000	28,722	32,727	27,075

Table 4-15

Average salaries: South West/Wessex

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	33,200	45,570	69,345	47,000
Salaried Partners & Directors	43,000	56,000	70,000	59,228
Associate Directors or Associates	42,000	47,028	55,000	45,000
Architects (5+ years ARB registered)	39,000	40,563	45,000	40,000
Architects (3-4 years ARB registered)	34,250	36,378	38,000	35,409
Architects (1-2 years ARB registered)	33,250	34,825	36,000	33,600
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	32,831	35,250	40,000	35,000
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	30,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	27,750
Architectural Assistants, Part 1	n/a	n/a	n/a	22,973
Apprentices	21,000	23,500	25,000	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	23,660	28,500	34,000	26,788

Table 4-16

Average salaries: South

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	42,435	52,500	81,704	48,964
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	45,000	50,000	55,036	50,263
Architects (5+ years ARB registered)	40,000	44,555	49,338	41,500
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	32,500	38,000	43,847	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	29,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	23,431
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	24,756	29,000	37,646	30,000

Table 4-17

Average salaries: South East

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	27,096	44,000	65,000	45,000
Salaried Partners & Directors	n/a	n/a	n/a	70,000
Associate Directors or Associates	42,500	48,717	52,190	49,300
Architects (5+ years ARB registered)	37,090	42,250	45,000	42,500
Architects (3-4 years ARB registered)	n/a	n/a	n/a	40,000
Architects (1-2 years ARB registered)	n/a	n/a	n/a	38,000
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	37,929
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	30,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	23,000
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	25,250	30,333	35,717	30,000

Table 4-18

Average salaries: London

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	34,725	52,285	84,625	47,320
Salaried Partners & Directors	61,125	75,000	98,875	76,500
Associate Directors or Associates	51,000	60,000	65,765	56,000
Architects (5+ years ARB registered)	43,875	48,466	52,590	47,000
Architects (3-4 years ARB registered)	40,000	43,000	45,038	41,250
Architects (1-2 years ARB registered)	37,863	40,000	42,000	39,120
Architects (<1 year ARB registered)	36,000	38,000	40,000	36,573
Technologists	37,751	43,750	48,190	40,365
Architectural Assistants, Part 2 (2+ years' experience)	33,789	35,354	38,000	33,667
Architectural Assistants, Part 2 (<2 years' experience)	30,000	32,563	35,000	31,000
Architectural Assistants, Part 1	25,065	27,000	28,000	25,000
Apprentices	25,000	28,000	31,360	26,750
Other construction professionals	39,122	43,375	48,243	42,653
Other fee-earning staff	41,051	46,620	52,725	40,667
Office management/support & admin	33,000	37,635	45,000	37,000

Table 4-19

Average salaries: West/East Midlands

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	38,472	49,000	68,825	46,463
Salaried Partners & Directors	43,500	60,000	75,000	56,250
Associate Directors or Associates	43,170	48,750	53,525	47,000
Architects (5+ years ARB registered)	40,000	42,289	45,300	40,000
Architects (3-4 years ARB registered)	36,234	38,295	40,000	36,500
Architects (1-2 years ARB registered)	32,500	34,000	36,250	34,433
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	31,034	36,000	40,114	32,625
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	30,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	22,330
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	25,644	30,833	33,345	27,307

Table 4-20

Average salaries: East

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	30,042	44,000	62,000	40,000
Salaried Partners & Directors	50,000	59,458	69,729	55,613
Associate Directors or Associates	44,500	49,500	54,750	48,769
Architects (5+ years ARB registered)	39,147	44,250	47,375	43,000
Architects (3-4 years ARB registered)	38,460	40,000	41,870	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	33,075	34,000	36,000	n/a
Technologists	31,000	34,500	40,530	36,867
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	31,500
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	23,750
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	24,940	27,707	32,859	27,150

Table 4-21

Average salaries: North West

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	30,000	48,500	60,000	48,798
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	45,000	48,000	52,500	45,000
Architects (5+ years ARB registered)	40,000	42,000	45,500	40,750
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	32,750	35,500	38,805	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	28,875	35,000	40,000	35,387
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	28,125
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	27,000
Architectural Assistants, Part 1	n/a	n/a	n/a	22,250
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	23,754	27,500	30,750	26,500

Table 4-22

Average salaries: Yorkshire/North East

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	28,020	48,535	75,250	48,000
Salaried Partners & Directors	n/a	n/a	n/a	52,935
Associate Directors or Associates	45,000	49,494	52,875	45,000
Architects (5+ years ARB registered)	40,000	42,000	45,375	40,750
Architects (3-4 years ARB registered)	n/a	n/a	n/a	36,000
Architects (1-2 years ARB registered)	31,000	34,000	36,000	33,000
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	32,500	35,250	39,500	34,714
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	28,000
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	26,000
Architectural Assistants, Part 1	n/a	n/a	n/a	22,693
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	25,000	29,500	35,250	26,725

Table 4-23

Average salaries: Wales

£	2024 MEDIAN			2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	25,478	46,000	61,762	40,539
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	n/a	n/a	n/a	n/a
Architects (5+ years ARB registered)	n/a	n/a	n/a	n/a
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	n/a	n/a	n/a	n/a

Table 4-24

Average salaries: Scotland

£		2024 MEDIAN		2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	33,473	53,700	76,723	64,900
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	n/a	n/a	n/a	n/a
Architects (5+ years ARB registered)	37,500	41,000	46,000	n/a
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	n/a	n/a	n/a	n/a

Table 4-25

Average salaries: Northern Ireland

£		2024 MEDIAN		2023 MEDIAN
	Lower quartile	MEDIAN	Upper quartile	
Partners/Directors/Sole Principals	30,000	39,567	92,500	53,500
Salaried Partners & Directors	n/a	n/a	n/a	n/a
Associate Directors or Associates	n/a	n/a	n/a	n/a
Architects (5+ years ARB registered)	n/a	n/a	n/a	n/a
Architects (3-4 years ARB registered)	n/a	n/a	n/a	n/a
Architects (1-2 years ARB registered)	n/a	n/a	n/a	n/a
Architects (<1 year ARB registered)	n/a	n/a	n/a	n/a
Technologists	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (2+ years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 2 (<2 years' experience)	n/a	n/a	n/a	n/a
Architectural Assistants, Part 1	n/a	n/a	n/a	n/a
Apprentices	n/a	n/a	n/a	n/a
Other construction professionals	n/a	n/a	n/a	n/a
Other fee-earning staff	n/a	n/a	n/a	n/a
Office management/support & admin	n/a	n/a	n/a	n/a

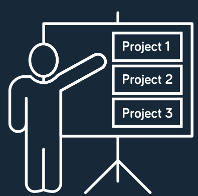
5 Markets

£1,100m

Revenue from private housing, the largest sector

84%

Revenue from building design services



55

Average number of projects worked on

£935m

Revenue generated from international work

Thames Christian School & Battersea Chapel | Architects: Henley Halebrown | Photograph: David Grandorge

Markets

International revenue has surged this year, rising by an impressive 25 per cent. Building on last year's strong performance, the revenue earned from international projects undertaken by RIBA Chartered Practices has nearly doubled over the past two years.

The increase in international revenue represents around 40 per cent of this year's total growth in practice revenue. The biggest driver behind this surge has been work from the EU. The EU's share of international projects has jumped from 34 per cent last year to 47 per cent this year. In contrast, work from Asia, the Middle East, and North America has declined, in terms of both share and overall volume.

Looking at the market overall - domestic and international - building design dominates practice revenue, accounting for 84 per cent of total income, while consultancy services, including feasibility studies and master planning, make up 16 per cent. Nearly half of practice revenue comes from full service design, covering all RIBA Plan of Work stages, with smaller practices relying more on early-stage work and larger ones gaining more from later stages.

Revenue from refurbishment projects constitutes 35 per cent, while 31 per cent comes from new build. Larger practices diversify across sectors, while small firms depend heavily on residential housing projects. Repeat business accounts for 40 per cent of new jobs, especially in larger firms, while word-of-mouth referrals are crucial for smaller practices. Marketing plays a key role for firms with fewer than 20 staff and framework agreements are important factors in larger practices' business.

5.1 Type of work

Almost half of RIBA Chartered Practices' revenue comes from full service work.

Building design work represents the majority (84 per cent) of practice revenue. Consultancy services, such as feasibility studies, conservation work, interior design or master planning, represent 16 per cent of total practice revenue.

Full service design work accounts for just under half of practice revenue. This is building design work covering all six RIBA Plan of Work stages. The share of revenue from this work is similar across all practice sizes. A further 28 per cent of average revenue comes from Stages 1 to 3 only, while 11 per cent is derived from Stages 4 to 6 only.

Smaller practices generate a larger share of their revenue from work limited to Stages 1 to 3, whereas larger practices see a higher proportion of their revenue coming from stages 4 to 6.

Refurbishment projects contribute slightly more than a third (35 per cent) of revenue, while new builds bring in just under a third (31 per cent). Projects that combine new build and refurbishment work account for 20 per cent of revenue. Larger practices are more likely to generate revenue from new builds than smaller ones.

Chart 5-1

Proportion of practice revenue from type of services offered

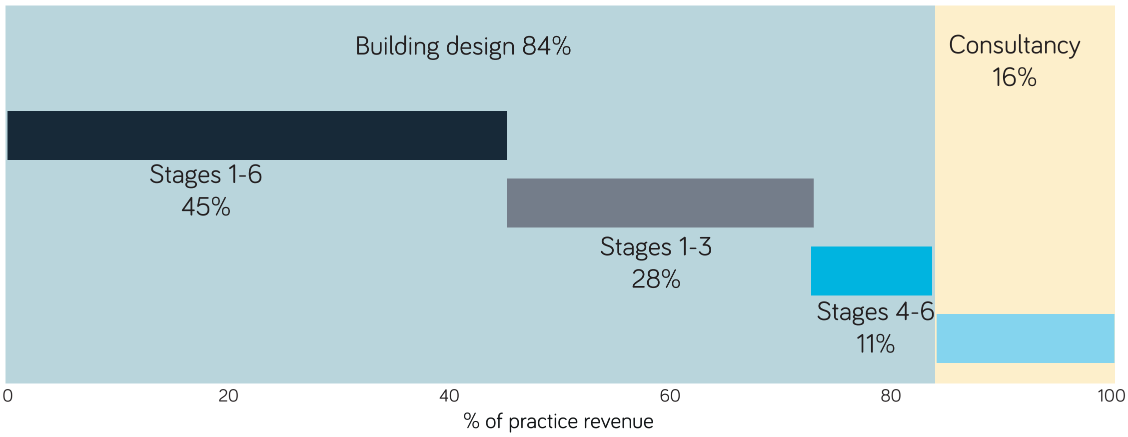
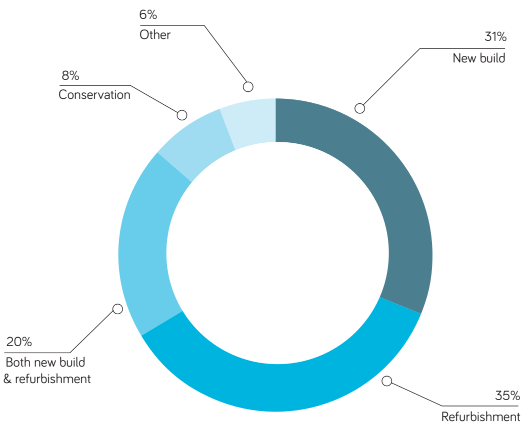


Chart 5-2

Proportion of practice revenue from main work types



5.2 Sectors

Larger practices derive their revenue from a wide range of sectors, while small practices rely on housing.

Revenue diversity increases with practice size. The larger the firm, the broader the range of sectors contributing to its revenue. Smaller practices, however, are heavily reliant on residential projects, such as one-off homes and extensions, which make up over half the revenue for firms with fewer than five staff. In contrast, this type of work is nearly absent from the revenue streams of the largest practices. For firms with 50 to 100 staff, and those with over 100, revenue is spread across multiple sectors with no single sector dominating.

Chart 5-3

Proportion of practice revenue from main work sectors, by practice size

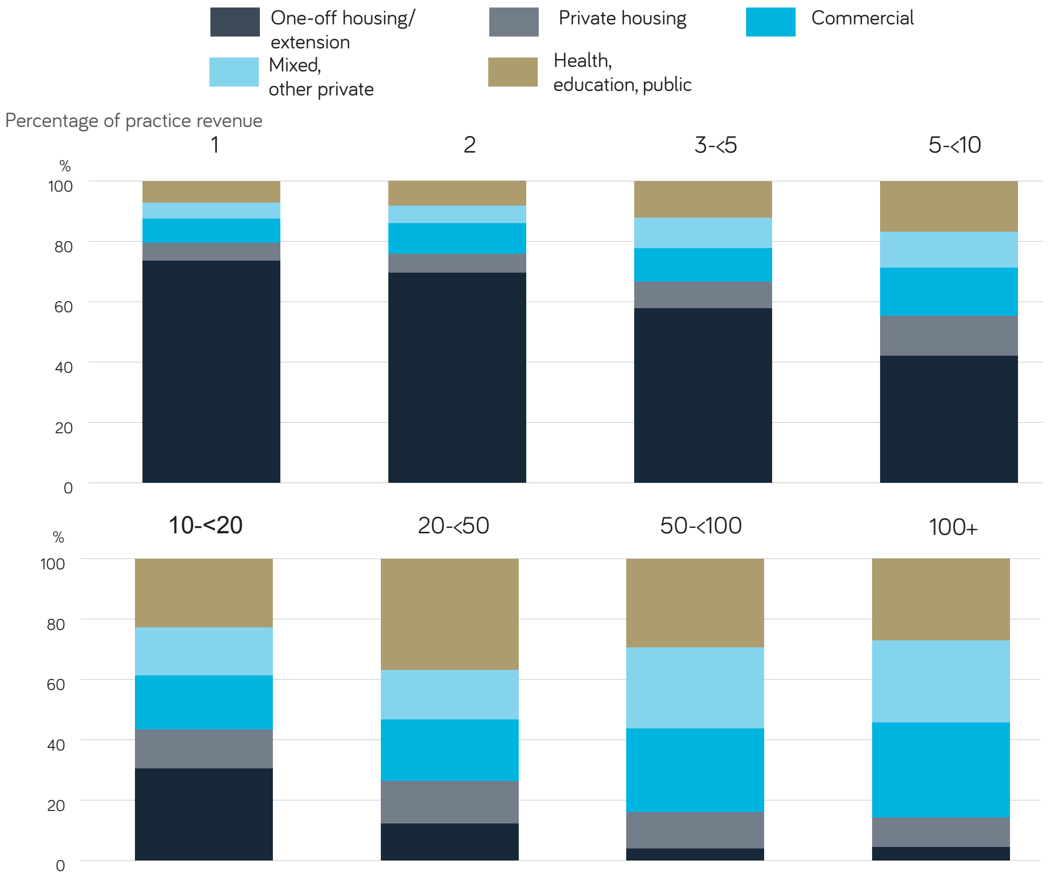
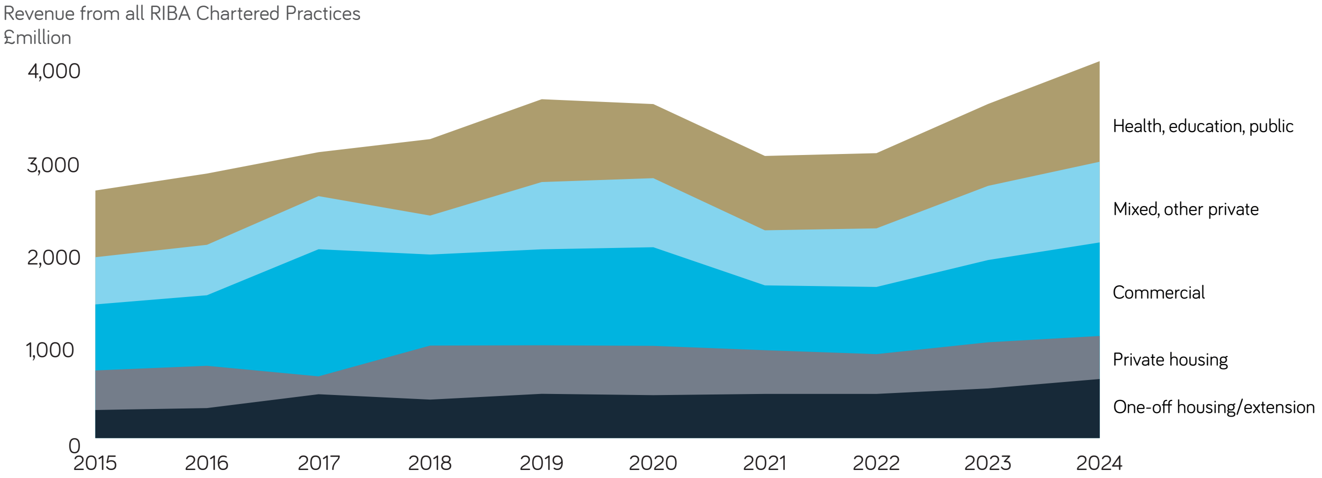


Chart 5-4

Total revenue received by all RIBA Chartered Practices, by main work sectors



5.3 Source of new projects

Repeat business and client referrals are the key drivers of new work.

Two out of five projects come from repeat clients, particularly for larger practices where half of new projects derive from ongoing relationships. Word of mouth and client referrals are vital for smaller practices, generating at least a quarter of new jobs for firms with fewer than 10 staff. In smaller practices, over 10 per cent of new work comes from marketing, advertising or search engines. Framework agreements are an important source of work for larger practices.

Chart 5-5

Source of new projects

5.4 International

International work has grown for the second year in a row, with revenue up 25 per cent from last year. Nearly half of this comes from projects in the EU.

RIBA Chartered Practices generated £934 million from international work this year, accounting for 23 per cent of total revenue. Over 80 per cent of this was earned by the largest practices, with 100+ staff, which dominate this sector. The substantial growth in international revenue seen last year has continued, driven primarily by a surge in revenue from EU projects. Work from non-EU European countries has also increased, while revenue from Asia and the Middle East - traditionally key markets - has fallen back this year.

Chart 5-6

Sources of revenue from outside the UK, by world region

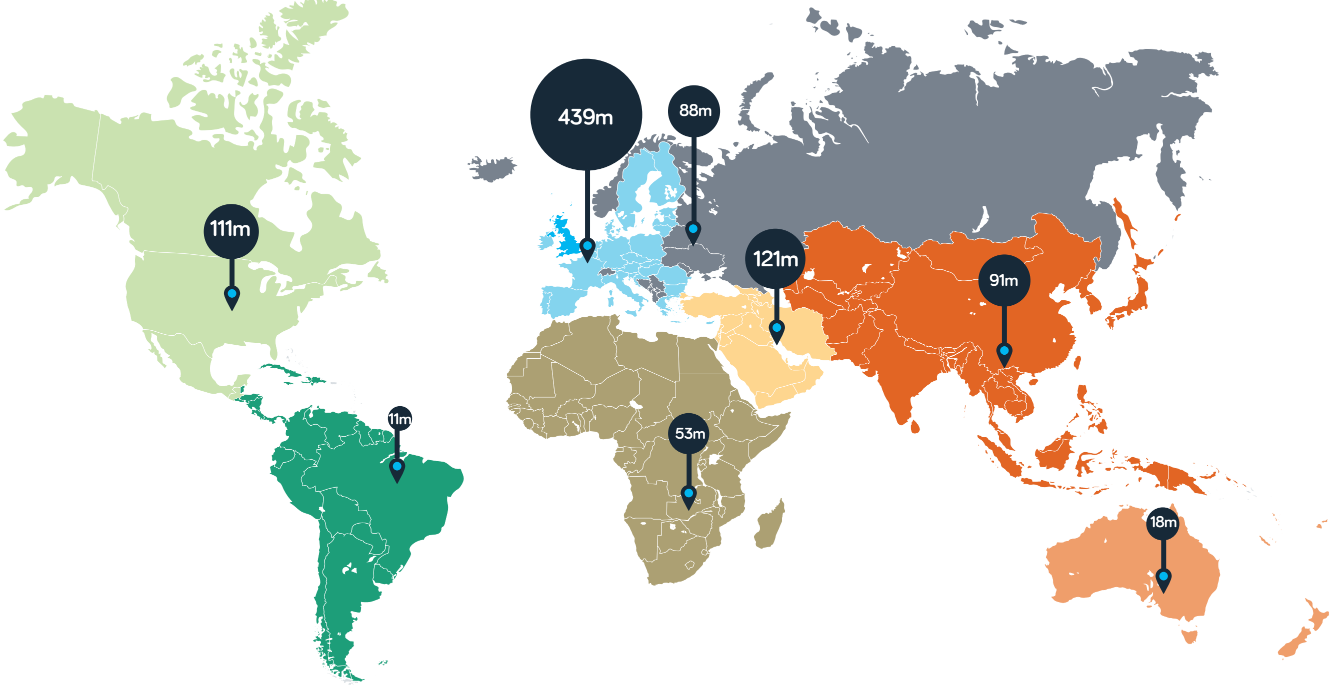


Chart 5-7

Total revenue received by all RIBA Chartered Practices from outside the UK, by worldwide region

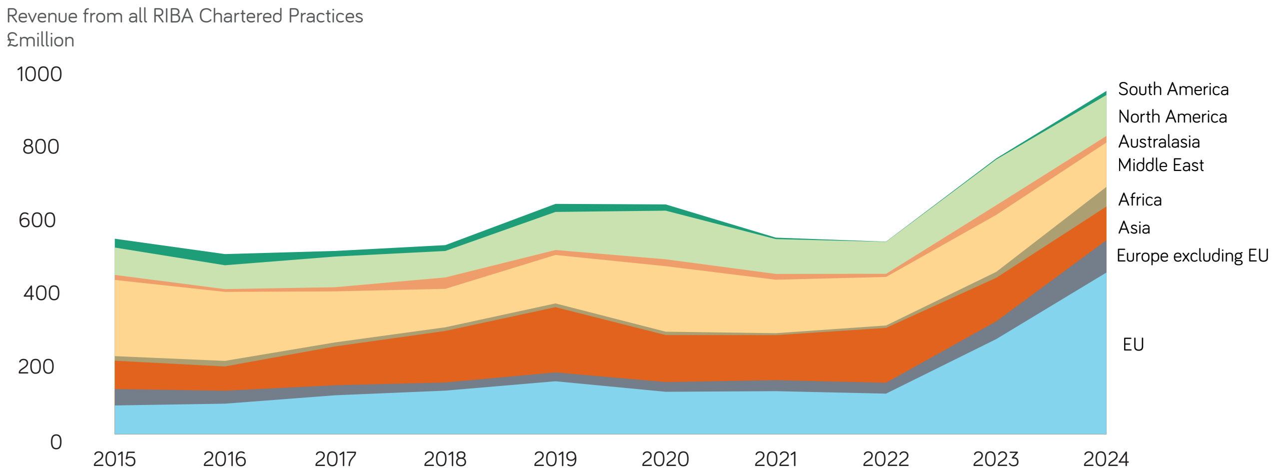


Table 5-1

Average practice revenue: type of work, by practice size

%	Average (mean) percentage of practice revenue									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
New build	17	21	28	36	40	47	55	56	31	32
Refurbishment	46	41	36	32	29	27	22	19	35	34
Both new build and refurbishment	22	24	23	19	17	14	14	13	20	21
Conservation	9	8	8	8	8	5	2	5	8	8
Other	6	4	6	5	6	6	7	7	6	6
ALL	100	100	100	100	100	100	100	100	100	100

Note: In all tables, totals may not sum precisely due to small discrepancies caused by rounding.

Table 5-2

Average practice revenue: work sector, by practice size and by region

£m/%	TOTAL		Average (mean) percentage of practice revenue									
	Value £m	%	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
One-off new house	201	5	11	14	14	12	10	5	2	2	11	11
House extension, conversion, alteration	432	11	62	56	44	30	20	8	2	2	38	38
Other private housing	462	11	6	6	9	13	13	14	12	10	10	10
Public housing, including social housing	276	7	1	3	4	6	8	11	9	5	5	5
Offices	405	10	3	4	3	5	6	8	12	13	5	5
Retail	170	4	2	2	3	3	4	3	5	5	3	3
Sport and leisure	235	6	1	2	2	4	3	3	7	8	3	3
Culture and entertainment	194	5	2	3	4	4	5	5	3	5	4	3
Industrial	201	5	1	2	4	4	4	5	8	5	3	4
Health	247	6	1	1	2	3	4	8	6	7	3	3
Schools and colleges	229	6	1	3	4	4	6	9	8	4	4	4
Universities	178	4	0	0	0	1	2	5	3	6	1	1
Transport	137	3	0	0	0	1	1	3	1	6	1	1
Mixed	316	8	1	2	3	3	4	4	11	11	3	3
Other private	212	5	3	2	3	4	7	5	6	5	4	4
Other public	150	4	3	1	3	3	3	4	3	4	3	3
ALL	4,045	100	100	100	100	100	100	100	100	100	100	100

%	Average (mean) percentage of practice revenue													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
One-off new house	20	15	14	16	7	10	7	12	10	10	10	16	6	24
House extension, conversion, alteration	40	41	41	48	41	29	26	35	32	29	32	42	29	14
Other private housing	11	9	10	9	11	10	12	12	9	10	6	7	8	13
Public housing, including social housing	4	4	4	3	5	7	5	5	7	6	9	6	3	13
Offices	2	3	4	2	7	4	4	5	4	4	4	2	11	3
Retail	2	2	2	2	2	3	5	2	3	7	4	3	5	5
Sport and leisure	2	4	2	2	2	4	3	2	4	3	4	2	2	4
Culture and entertainment	4	3	2	3	5	3	4	4	3	1	6	4	8	1
Industrial	3	3	3	1	2	7	10	3	4	7	6	2	5	4
Health	1	3	2	2	2	4	2	3	4	9	5	1	2	5
Schools and colleges	3	5	6	4	3	5	6	5	4	4	4	4	4	5
Universities	0	1	1	0	2	1	1	2	2	0	1	0	5	1
Transport	0	0	0	0	1	1	1	0	2	1	0	0	0	1
Mixed	2	1	1	2	5	3	2	2	4	2	3	2	3	3
Other private	2	4	4	4	3	6	8	5	4	3	4	5	5	3
Other public	4	1	4	2	2	3	2	4	3	3	2	4	3	2
ALL	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Table 5-3

Average practice revenue: type of service, by practice size

%	Average (mean) percentage of practice revenue									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
BUILDING DESIGN										
Full Service, RIBA Stages 1 to 6 or more	43	43	49	48	43	45	41	46	45	46
RIBA Plan of Work Stages 1 to 3 only	33	35	27	25	24	23	23	20	28	28
RIBA Plan of Work Stages 4 to 6 only	10	9	9	12	13	13	14	14	11	10
ALL building design	85	87	85	84	80	81	78	79	84	84
CONSULTANCY/PARTIAL SERVICES										
Client Adviser services	1	1	1	0	1	1	1	1	1	1
Conservation work	3	2	2	2	3	2	0	1	2	2
Contract Administrator	1	1	1	1	1	1	0	0	1	1
Feasibility studies	2	2	3	4	4	4	4	3	3	3
Information Manager/BIM co-ordinator	0	0	0	0	0	0	1	0	<1	<1
Interior design	1	2	2	2	2	2	5	4	2	2
Landscape design	0	0	0	0	1	1	1	2	<1	<1
Master planning/urban design	0	0	1	1	2	3	5	5	1	1
Planning consultancy	1	1	1	1	2	1	1	0	1	1
Post-occupancy services	0	0	0	0	0	0	0	0	<1	<1
Principal Designer, under the CDM Regulations	2	1	1	1	2	2	2	1	1	n/a
Principal Designer, under the Building Regulations	0	1	0	0	1	1	0	0	1	1
Project management/contract management	1	1	0	1	1	0	0	1	1	1
Other or other partial services not included above	3	1	2	2	1	2	1	2	2	2
ALL consultancy	15	13	15	16	20	19	22	21	16	16
ALL	100	100	100	100	100	100	100	100	100	100

Table 5-4

Average number of projects worked on, last 12 months, by practice size and by region

Number	Average (mean) number of projects per practice									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Number of projects	14	19	27	49	77	142	158	323	55	54

Number	Average (mean) number of projects per region													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	Yorkshire	North East	Wales	Scotland	N. Ireland
Number of projects	47	103	55	51	38	52	84	54	72	66	51	35	78	68

Table 5-5

Average value of projects worked on, by practice size and by region

%	Range of project values worked on									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Under £250,000	66	55	44	40	28	16	8	9	29	31
£250,000 to <£500,000	21	24	26	25	22	18	10	10	20	20
£500,000 to <£1m	7	13	15	16	20	18	12	12	16	15
£1m to <£5m	4	6	11	13	17	22	22	23	16	16
£5m to <£10m	1	1	3	3	6	13	20	16	8	8
£10m to <£25m	0	0	1	2	3	9	17	12	6	6
£25m to <£100m	0	0	0	1	3	5	10	13	4	4
£100m -<£1,000m	0	0	0	0	1	1	1	5	1	1
£1,000m +	0	0	0	0	0	0	0	0	<1	
ALL	100	100	100	100	100	100	100	100	100	100

%	Range of project values worked on													
	South West	Wessex	South	South East	London	West Mids	East Mids	East	North West	Yorkshire	North East	Wales	Scotland	N. Ireland
Under £250,000	35	30	30	34	18	35	27	35	30	37	31	55	33	24
£250,000 to <£500,000	24	26	23	17	15	23	19	24	20	18	15	26	19	17
£500,000 to <£1m	20	16	19	17	15	14	16	16	14	12	10	10	20	19
£1m to <£5m	12	15	16	20	17	15	20	14	22	15	15	7	11	16
£5m to <£10m	6	8	6	6	11	6	10	6	7	10	10	4	7	11
£10m to <£25m	2	4	4	4	10	2	5	3	5	8	10	1	6	7
£25m to <£100m	0	2	2	2	11	3	3	2	3	2	8	1	4	6
£100m -<£1,000m	0	0	0	0	4	2	0	0	0	0	0	0	1	0
£1,000 +	0	0	0	0	<1	<1	0	0	<1	0	0	0	0	0
ALL	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Table 5-6

Source of new projects, by practice size

%	Proportion of new projects									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Partnerships with other practices	1	1	1	1	1	2	1	2	1	1
Partnerships with contractors	4	4	4	5	7	6	9	10	6	6
Framework agreements	0	0	3	3	5	15	14	14	7	7
Repeat business - returning and ongoing clients	33	32	31	40	44	43	53	46	41	38
Word of mouth/client referrals	35	34	31	25	21	18	10	10	23	24
RIBA's 'Find an Architect' service	5	3	4	1	1	0	0	0	2	2
Other professional relationships and networks	7	6	10	7	8	8	7	7	8	8
Marketing, advertising and search engines	12	15	12	12	10	4	2	1	9	10
Other/mixed	2	3	5	4	4	4	4	10	4	5
ALL	100	100	100	100	100	100	100	100	100	100

Table 5-7

Average practice revenue from outside the UK, by practice size and by region

%/£	Practice revenue									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Average (mean) revenue from outside UK, percentage of all revenue	2	4	3	3	6	8	6	19	5	5
Average (mean) revenue from outside UK, £000	1	3	10	14	117	305	521	13,821	393	326
TOTAL revenue from outside UK, ALL Chartered Practices, £million	1	2	7	12	41	76	36	760	934	749

%	Practice revenue									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Share of TOTAL revenue from outside UK, ALL Chartered Practices, %	<1	<1	1	1	4	8	4	81	100	100
Percentage with >20% of practice revenue from outside the UK	4	6	4	4	6	9	11	32	6	6

%/£	Practice revenue													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
Average (mean) revenue from outside UK, percentage of all revenue	8	1	2	5	9	2	1	1	2	0	1	1	2	16
Average (mean) revenue from outside UK, £000	63	2	29	24	1,127	84	29	1	26	11	44	4	56	183
TOTAL revenue from outside UK, ALL Chartered Practices, £million	17	6	10	12	826	5	2	6	14	1	2	0	5	28

%	Practice revenue													
	South West	Wess-ex	South	South East	London	West Mids	East Mids	East	North West	York-shire	North East	Wales	Scot-land	N. Ireland
Share of TOTAL revenue from outside UK, ALL Chartered Practices, %	2	1	1	1	89	1	0	1	1	0	0	0	0	3
Percentage with >20% of practice revenue from outside the UK	8	1	4	5	12	2	0	1	3	0	0	3	5	32

Table 5-8

Source of practice revenue from outside the UK

%/£m	Work outside the UK			
	2024 %	2024 £m value	2023 %	2023 £m value
EU	47	439	34	258
Europe excluding EU	9	88	6	48
Asia	10	91	16	118
Africa	6	53	2	16
Middle East	13	121	21	155
Australasia	2	18	3	26
North America	12	111	17	124
South America	1	11	<1	3
Arctic/Antarctic	0	2	<1	<1
TOTAL revenue from outside UK	100	934	100	749

Table 5-9

Average practice revenue from outside the UK: type of work, by practice size

%	Average (mean) percentage of practice revenue								
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
New build	56	37	63	54	60	59	63	73	58	4
Refurbishment	44	20	22	18	20	23	15	17	21	1
Both new build and refurbishment	0	3	2	6	4	7	3	4	4	58
Conservation	0	0	0	6	2	1	0	2	2	22
Other	0	40	13	16	13	10	20	4	15	15
ALL – all revenue from outside UK	100	100	100	100	100	100	100	100	100	100

Table 5-10

Average practice revenue from outside the UK: sector of work, by practice size

	Average (mean) percentage of practice revenue									
%	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
One-off new house	55	37	16	16	18	3	0	0	16	18
House extension, conversion, alteration	0	5	14	12	7	2	0	1	6	6
Other private housing	0	6	18	7	15	5	12	3	9	9
Public housing, including social housing	0	0	7	1	9	5	2	4	4	1
Offices	0	18	6	3	7	3	11	10	8	9
Retail	20	2	1	7	5	4	8	1	5	8
Sport and leisure	0	0	5	9	1	11	14	25	8	11
Culture and entertainment	4	23	10	16	12	21	9	7	14	5
Industrial	0	3	2	0	1	6	1	1	2	4
Health	0	0	11	0	6	1	5	6	4	2
Schools and colleges	20	3	2	1	1	5	4	0	3	3
Universities	0	0	0	0	0	3	0	5	1	1
Transport	0	0	2	5	1	11	5	3	4	2
Mixed	0	2	5	21	2	7	15	25	9	12
Other private	0	0	1	0	15	3	8	7	5	5
Other public	0	2	0	2	0	10	6	1	3	5
ALL	100	100	100	100	100	100	100	100	100	100

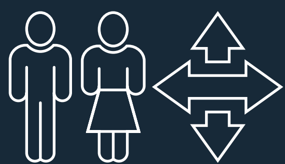
Table 5-11

Average practice revenue from outside the UK: type of service, by practice size

%	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
	Average (mean) percentage of practice revenue									
BUILDING DESIGN										
Full Service, RIBA Stages 1 to 6 or more	83	23	24	27	40	35	29	42	35	35
RIBA Plan of Work Stages 1 to 3 only	8	41	54	36	42	39	35	24	37	38
RIBA Plan of Work Stages 4 to 6 only	0	2	7	3	6	1	0	9	4	4
ALL Building Design	91	66	86	66	88	74	64	75	77	77
CONSULTANCY/PARTIAL SERVICES										
Client Adviser services	0	10	5	6	0	3	15	1	4	1
Conservation work	0	0	1	0	1	1	0	1	1	0
Contract Administrator	0	0	0	0	0	0	0	0	0	0
Feasibility studies	0	0	0	8	1	1	1	1	1	1
Information Manager/BIM co-ordinator	0	0	0	0	0	0	0	0	0	0
Interior design	4	16	2	0	1	12	15	6	7	10
Landscape design	5	0	2	0	0	0	0	3	1	2
Master planning/urban design	0	0	0	19	0	6	4	13	5	6
Planning consultancy	0	0	2	0	5	0	0	0	1	0
Post-occupancy services	0	0	0	0	0	0	0	0	0	0
Principal Designer, under the CDM Regulations	0	0	0	0	0	0	0	0	0	n/a
Principal Designer, under the Building Regulations	0	0	0	0	0	0	0	0	0	0
Project management/contract management	0	8	0	1	0	0	0	0	1	0
Other or other partial services not included above	0	0	3	0	2	3	0	0	1	1
ALL consultancy	9	34	14	34	11	26	36	25	23	23
ALL	100	100	100	100	100	100	100	100	100	100

6

Future

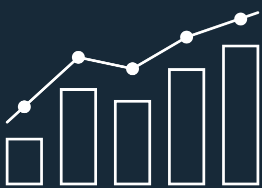


+5%

Anticipated increase in staff, next 12 months

+8%

Anticipated increase in revenue, next 12 months



Economy

The most significant impediment to profitability

Adopting new working practices

The most significant improvement to profitability

Halo Reordering, St Mary Magdalene Church | Architects: Communion Architects | Photograph: Martine Hamilton Knight

Future

RIBA Chartered Practices predict their practice revenue will rise by an average of 8 per cent next year. This increase is greater than the anticipated rise in expenditure, implying that practices expect profits to rise.

Smaller practice size groups expect growth in revenue to out-perform expenditure growth. But in practices with 3-<5 staff, the increase in expenditure is forecast to be greater than the rise in revenue, while in several larger practice sizes revenue and expenditure are forecast to grow at the same rate.

Payroll costs are the largest factor in practice expenditure. There is no data on the anticipated increase in practices' salaries but practices do say that staff numbers are expected to rise by 5 per cent, so the payroll bill is likely to rise by a similar amount before any salary increases. Practices suggest that hourly rates will rise by an average of 4 per cent, indicating the need for real growth in workloads in order to achieve the 8 per cent revenue improvement.

If revenue were to rise by the average 8 per cent predicted by practices, the total revenue for all RIBA Chartered Practices in 2024 would be £4.4 billion - a new record.

The main factors that are currently holding back practice profitability are the economy, inflation and planning delays. Increasing interest rates are also an issue for many practices. Out of the options offered in this year's survey, concerns about the availability of suitably qualified and experienced professionals attracted the lowest number of responses, with only about 10 per cent of practices saying this affected their profitability 'to a large extent'. Only one factor was considered by practices to have a significant effect on practice profitability: the adoption of new working practices.

6.1 Impediments and improvements to profitability

Although the wider economic environment is expected to be one of the biggest obstacles to increasing practice profits, it ranks among the least influential factors in terms of boosting profitability.

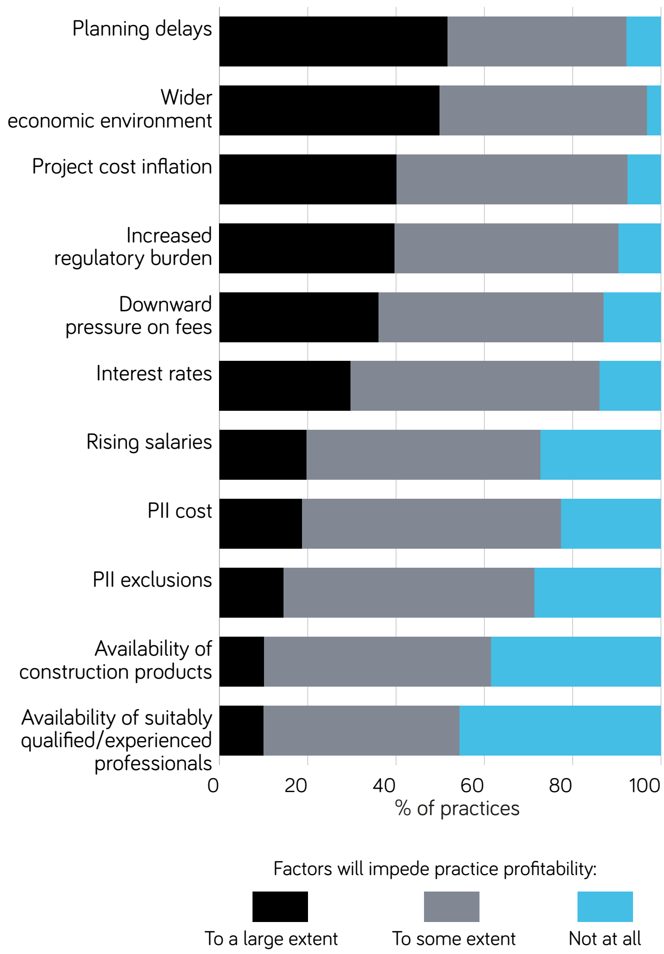
Only 3 per cent of practices believe that the wider economic environment will have no impact on impeding practice profitability, while the remaining 97 per cent are almost evenly divided between those who think it will affect profits 'to a large extent' and those who expect an effect 'to some extent'. Planning delays are also seen as a major challenge, with 52 per cent of practices believing these delays will hinder profitability 'to a large extent'.

In terms of boosting practice profitability, fewer practices see opportunities for improvement. However, the most popular solution is adopting new working practices, such as flexible working, with two-thirds of practices believing this could enhance profitability - an opinion shared across all practice sizes. Half of the practices believe that expanding into new sectors could improve profits - a strategy more favoured by smaller practices. Similarly, embracing new technology is of greater interest to smaller firms, with about a third of practices with fewer than five staff viewing it as a major factor in improving profitability, compared with just 3 per cent of the largest practices with over 100 staff.

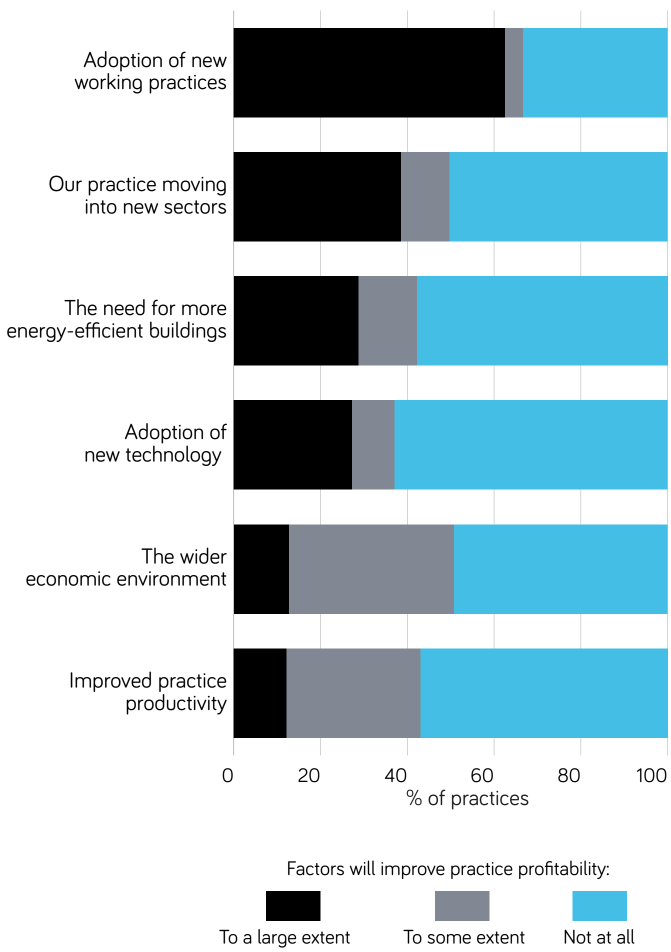
Charts 6-1 and 6-2

How many practices think these factors will impede or improve practice profitability to a large extent in the coming year

Impede practice profitability:



Improve practice profitability:



6.2 RIBA Chartered Practices' view of their own prospects

Growth is expected to continue next year.

RIBA Chartered Practices are optimistic about the year ahead, forecasting an 8 per cent increase in revenue, on average. This anticipated growth outpaces the expected rise in expenditure, which is projected to be 6 per cent, indicating a potential boost in profits. The predicted revenue growth is notably double the planned 4 per cent rise in hourly charge-out rates. Practices also expect a 5 per cent increase in staffing levels, suggesting that improved productivity will be key to achieving the projected 8 per cent revenue increase.

Chart 6-3

Average change in practice revenue anticipated by practices, next 12 months

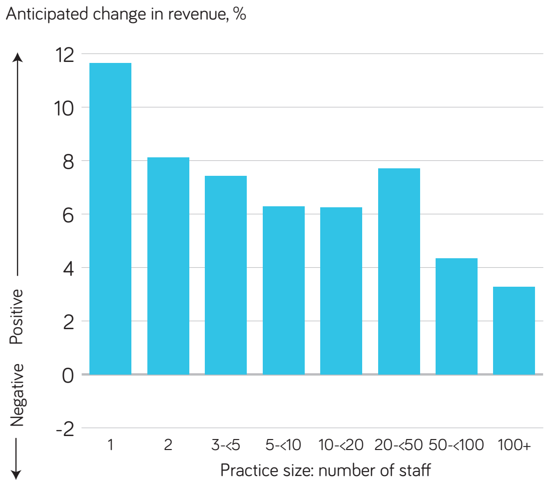


Chart 6-4

Average change in staff numbers anticipated by practices, next 12 months

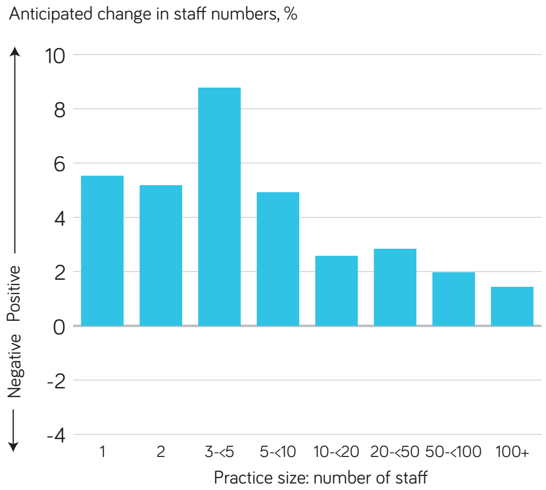


Chart 6-5

Predicted change in total revenue of all RIBA Chartered Practices, next 12 months

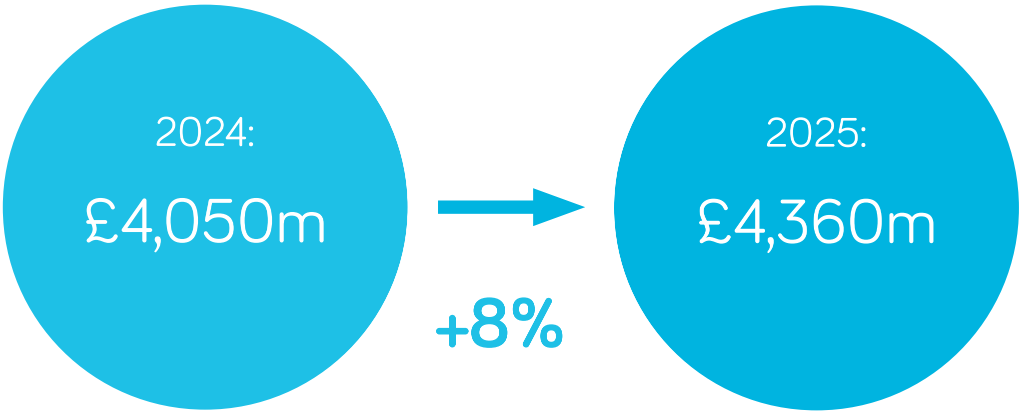


Table 6-1

Extent to which factors are considered to impede practice profitability

%	Extent to which factors will impede practice profitability			Large extent	
	To a large extent	To some extent	Not at all	2024 ALL	2023 ALL
The availability of suitably qualified and experienced professionals	10	44	46	10	11
Rising practice salaries	20	53	27	20	20
Project cost inflation	40	52	8	40	46
Construction product availability	10	51	38	10	14
Downward pressure on fee levels	36	51	13	36	n/a
Planning delays	52	41	8	52	50
Interest rates	30	56	14	30	41
Increased regulatory burden	40	51	10	40	n/a
The wider economic environment	50	47	3	50	53
The cost of PII	19	59	23	19	22
PII exclusions	14	57	29	14	15

Note: In all tables, totals may not sum precisely due to small discrepancies caused by rounding.

Table 6-2

Factors considered to impede practice profitability 'to a 'large extent', by practice size

%	Proportion responding 'to a large extent'									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
The availability of suitably qualified and experienced professionals	5	7	13	10	11	20	10	14	10	11
Rising practice salaries	6	14	18	23	29	31	46	17	20	20
Project cost inflation	38	43	42	42	36	37	44	31	40	46
Construction product availability	11	11	8	9	12	8	12	9	10	14
Downward pressure on fee levels	32	35	35	37	37	39	55	33	36	n/a
Planning delays	42	45	61	60	59	42	49	26	52	50
Interest rates	29	36	35	28	22	26	24	29	30	41
Increased regulatory burden	38	37	48	42	39	31	40	24	40	n/a
The wider economic environment	48	48	57	49	44	48	59	57	50	53
The cost of PII	13	17	18	20	24	19	27	20	19	22
PII exclusions	10	16	16	17	16	11	15	9	14	15

Table 6-3

Extent to which factors are considered to improve practice profitability

%	Extent to which factors will improve practice profitability			Large extent	
	To a large extent	To some extent	Not at all	2024 ALL	2023 ALL
Improved practice productivity	12	31	57	12	12
Adoption of new technology	27	10	63	30	30
Adoption of new working practices	63	4	33	58	58
Our practice moving into new sectors	39	11	50	36	36
The need for more energy-efficient buildings	29	14	58	27	27
The wider economic environment	13	38	49	10	10

Table 6-4

Factors considered to improve practice profitability 'to a large extent', by practice size

%	Proportion responding 'to a large extent'									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Improved practice productivity	26	17	16	5	4	2	2	3	12	12
Adoption of new technology	38	33	32	24	18	19	10	3	27	30
Adoption of new working practices	69	63	57	63	56	63	76	60	63	58
Our practice moving into new sectors	57	44	37	30	36	27	22	31	39	36
The need for more energy-efficient buildings	32	31	29	28	28	25	20	20	29	27
The wider economic environment	19	17	12	11	8	8	7	6	13	10

Table 6-5

Change anticipated, next 12 months

%	Anticipated change, next 12 months								Mean average change	
	50% or more	25-<50%	10-<25%	0-<10%	<0-<-10%	-10-<25%	-25-<50%	-50% or more	2024 ALL	2023 ALL
Revenue	7	6	26	41	3	10	4	3	+8	+6
Expenditure	3	3	33	52	2	6	1	1	+6	+7
Number of full-time equivalent staff	5	3	11	74	2	4	1	1	+5	+5
Hourly charge-out rates	1	1	19	77	0	1	0	0	+4	+5

Table 6-6

Average percentage change anticipated, next 12 months, by practice size

%	Anticipated mean average change, next 12 months									
	1	2	3-<5	5-<10	10-<20	20-<50	50-<100	100+	2024 ALL	2023 ALL
Revenue	+12	+8	+7	+6	+6	+8	+4	+3	+8	+6
Expenditure	+5	+5	+8	+6	+7	+8	+2	+3	+6	+7
Number of full-time equivalent staff	+6	+5	+9	+5	+3	+3	+2	+1	+5	+5
Hourly charge-out rates	+3	+5	+4	+5	+4	+5	+3	+3	+4	+5

A

Appendix

WongAvery Music Gallery | Architects: Níall McLaughlin Architects | Photograph: Nick Kane

A.1 Definitions

Reporting point

All data as at 1 May 2024 unless stated otherwise.

Financial data for the 12 months ending 1 May 2024, or the closest financial period for which responding practices had data available when they completed the questionnaire.

Practice size

Size is based on the number of full-time equivalent staff, including both permanent staff and freelance/temporary staff working in the practice on 1 May 2024.

Staffing

All staffing data is presented as full-time equivalent (FTE).

Partners/Directors/Sole Principals: the individuals who own a share or the whole of the practice.

Salaried Partners & Directors: Salaried Partners and non-shareholding Directors who do not own shares in the practice.

Associate Director or Associate: a senior member of staff, below Director level, who has been given this title. Typically they will lead a significant part of the practice, for example a large team or market area.

Architect (5+ years ARB registered) (or equivalent to ARB if from outside the UK): an architect who is fully qualified and registered with the ARB and has been fully qualified and registered for at least five years. The staff member may or may not be a Chartered Architect.

Architect (between 3 years and 4 years ARB registered) (or equivalent to ARB if from outside the UK): an architect who is fully qualified and registered with the ARB and has been fully qualified and registered for at least 3 years but less than 5 years. The staff member may or may not be a Chartered Architect.

Architect (between 1 year and 2 years ARB registered) (or equivalent to ARB if from outside the UK): an architect who is fully qualified and registered with the ARB and has been fully qualified and registered for at least 1 year but less than 3 years. The staff member may or may not be a Chartered Architect.

Newly qualified Architect (less than 1 year ARB registered) (or equivalent to ARB if from outside the UK): an architect who is fully qualified and registered with the ARB and has been fully qualified and registered for less than 1 year. The staff member may or may not be a Chartered Architect.

Technologist: staff member who is likely to have received some formal architectural training and is likely to be a member of the CIAT (Chartered Institute of Architectural Technologists).

Architectural Assistant (Part 2) (2 years' or more experience): staff member who has received formal architectural training to Part 2 level and has at least 2 years' experience. This includes people who are working towards their Part 3 examinations.

Architectural Assistant (Part 2) (less than 2 years' experience): staff member who has received formal architectural training to Part 2 level and has less than 2 years' experience. This includes people who are working towards their Part 3 examinations.

Architectural Assistant (Part 1): staff member who has received formal architectural training to Part 1 level. This includes people who are working towards their Part 2 examinations.

Architectural Apprentice: staff member following one of the architecture degree apprenticeships routes, either Level 6 Architectural Assistant or Level 7 Architect.

Other construction professional: construction professional, typically members of organisations which are members of the Construction Industry Council, eg RICS, RTPI, CIBSE, ICE, CIOB – see full list at the CIC website, www.cic.org.uk/about/cic-members

Other fee-earning staff: staff who offer services which are directly chargeable to clients, such as interior designers.

Office management/support & admin staff: staff who provide a management, specialist or support role for the practice, ie everyone who has not been identified above.

Architectural staff: this term is used to group staff who have architectural training, ie Partners/Directors/Sole Principals, Associates, Architects, Technologists and Architectural Assistants.

Gender

Gender identity refers to a person's sense of their own gender. This may or may not be the same as the sex registered at birth:

Male

Female

Non-binary/Other

Ethnicity

White: White English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Irish Traveller, any other White background.

Mixed/Multiple ethnic groups: White and Black Caribbean, White and Black African, White and Asian, any other Mixed/Multiple ethnic background.

Asian/Asian British: Indian, Pakistani, Bangladeshi, Chinese, any other Asian background.

Black/African/Caribbean/Black British: African, Caribbean, any other Black/African/Caribbean background.

Other ethnic group(s): Arab, Persian, any other ethnic group.

Prefer not to say/don't know.

Revenue, profits and expenditure

Practices were asked to source revenue data from their audited or end-of-year accounts, as prepared by their accountant. If these accounts were not available, or respondents felt that they provided an inaccurate portrait of their practice, then practices were asked to source data from their management accounts. Respondents were asked to answer all questions using the same set of accounts to establish a consistent statistical base.

Practice revenue: the turnover, or fee income, of the practice.

The profits figure is stated before the deduction of tax and before distribution of dividends and partner profits.

Recoverable costs mean all costs and disbursements that are paid to a third party and then claimed back from the client. For example, this includes pass-through costs, such as sub-consultants fees which are billed to a client.

VAT is not included in either revenue or expenditure data.

Types of work

New build: an entirely new structure.

Refurbishment: work to an existing building.

Conservation: work to buildings originally constructed pre-1919 or to a Listed Building.

Types of service

Full Service: Preparation and Briefing, Concept Design, Spatial Coordination and Technical Design, plus administration of the Building Contract during Manufacturing and Construction, Handover to the client and conclusion of the Building Contract. This corresponds to Stages 1 to 6 of the RIBA Plan of Work 2020. It may additionally include Stage 0 (Strategic Definition) and services during Stage 7 (Use).

See www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work

Stages 1 to 3 of the RIBA Plan of Work 2020: Preparation and Briefing, Concept Design and Spatial Coordination, including information required for planning. It may additionally include Stage 0 (Strategic Definition).

See www.architecture.com/knowledge-and-resources/resources-landing-page/riba-plan-of-work

Stages 4 to 6 of the RIBA Plan of Work 2020: preparation of the Technical Design; services during Manufacturing and Construction, which may include administration of the Building Contract, site inspections and review of progress; Handover to the client and conclusion of the Building Contract.

See www.architecture.com/knowledge-and-resources/resourceslanding-page/riba-plan-of-work

Hourly charge-out rates

The average charge-out rates that are used for hourly paid work.

Outside the UK

Everywhere geographically outside the UK, although for the purposes of this survey we include the Isle of Man and the Channel Islands within the UK.

A.2 Survey method

The RIBA Benchmarking Survey has been established for a number of years and it is a requirement for RIBA Chartered Practices to participate in the survey. The survey questionnaire and methodology were restyled in 2015. Respondents complete an online questionnaire, data is analysed and tabulations produced.

Our thanks go to Chartered Practices for participating in this year's Benchmarking Survey.

Data is analysed by practice size and by region. Where there is insufficient response, the cell is marked as n/a. Data is not reported where the cell size is less than 20 so some information (eg salaries for specific staff groups) for regions and size groups which have small numbers of practices is limited or not available.

Please be aware that some figures in the tables and the charts may not sum to 100 per cent due to rounding.

Chart A-1

Definition of RIBA regions as used in this survey

RIBA
Architecture.com

Royal Institute of British Architects
66 Portland Place, London, W1B 1AD

+44(0)20 7307 5355
info@riba.org
www.architecture.com

Interact with the benchmarking data at:
www.ribabenchmark.com

For any queries about this report,
please email bench@riba.org

The Fees BUREAU