LM
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BUILT ENVIRONMENT TECH ANNUAL SALARY & CULTURE REPORT

SEPTEMBER 2026



Introduction

Compensation has always been the headline number in a salary report. But what stands out about the Built Environment Technology market in 2026 isn't just what people earn; it's the growing gap between what companies are offering and what employees actually need to stay.

AI continues to be a central part of the hiring conversation, with employers increasingly seeking candidates who pair AI fluency with domain expertise.

We surveyed professionals across PropTech, ConTech, InsurTech, and the wider technology functions that support the built environment in both the US and UK. If you're hiring or considering a move, our annual survey, now in its fifth year, provides a benchmark of market data to inform your decision.

"The biggest take away is that domain expertise and AI capability is becoming one of the most valuable skill combinations we're seeing at LMRE. The market doesn't just need people who understand AI. It needs people who understand the built environment, its workflows and customers, and how to apply AI to actually solve its problems. Those who can up-skill on this will be the true winners. However, those who do not take the time will fall behind. Deep domain knowledge and AI fluency is quickly becoming a competitive advantage."

Louisa Dickins - Co-Founder & CEO, LMRE



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"Due to the proliferation of AI, we have seen a noticeable shift away from junior-heavy teams and a move towards job redesign rather than job replacement, resulting in smaller, more agile teams. In a market where data is almost as important as software, AI-enabled commercial people are becoming a highly valuable commodity. Along with this, category-proven revenue generators and SaaS sales leaders are in huge demand, and we don't see that trend changing anytime soon."

Richard Lloyd - Co-Founder, LMRE

2026 Talent & Salary Insights

1.AI fluency is now a baseline hiring requirement, reshaping who gets hired.
Across PropTech, ConTech, and Data & Engineering, candidates are expected to demonstrate practical AI capability. This is fueling demand for hybrid technical/commercial roles such as Solutions Engineers and Forward Deployed Engineers.

2.Leaner teams; undiminished pay.
Companies are hiring less overall, but lower volume hasn't softened compensation. Hiring bars have risen, and strong niche candidates are still commanding high pay. Fewer, more strategic hires seem to be concentrating budget rather than diluting it.

3.Hybrid the norm; 2-3 days the clear winner for employees
Preference for hybrid work rose from 37% to 51% year-over-year, while appetite for full-time office work decreased to just 4%. Among those who want hybrid, 74% want 2–3 days in the office specifically.

4.Job satisfaction dropped sharply; passive job searching increasing
Average satisfaction fell from 61% in 2025 to 47% in 2026 and among the two-thirds of employees open to a new role, 97% cite compensation as a reason to leave, well ahead of company culture (71%) and work-life balance (66%).

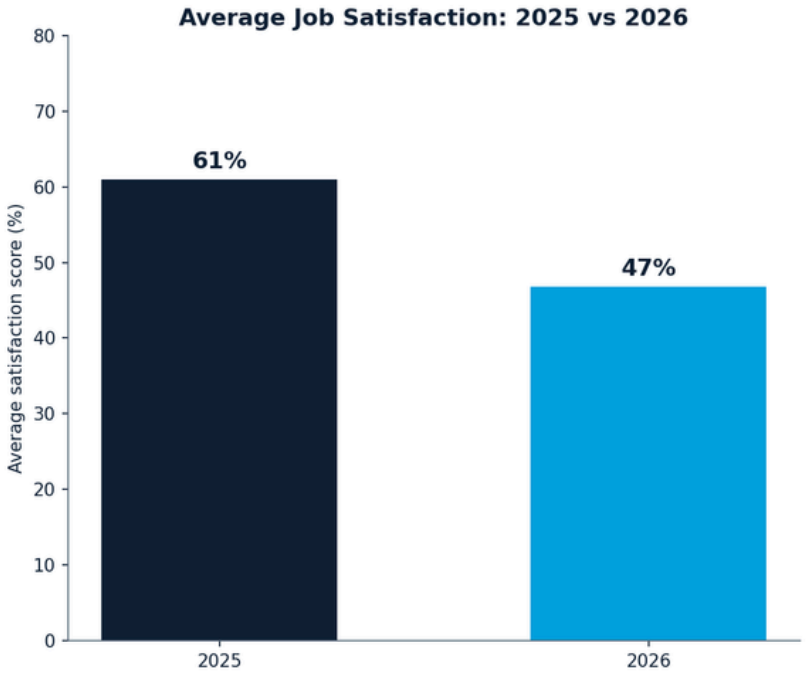
5.Domain expertise are in demand
AI can't replace understanding the customer. Across the industry, the most valuable hires are those who can translate sophisticated technology into practical outcomes for the industries they serve.

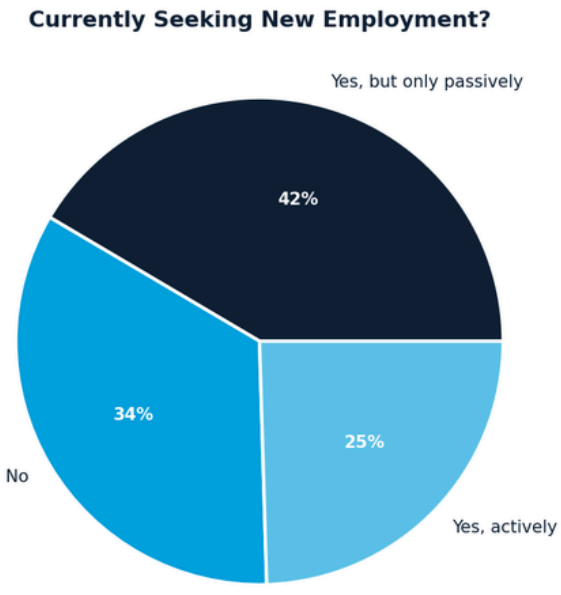
Job Satisfaction & Retention

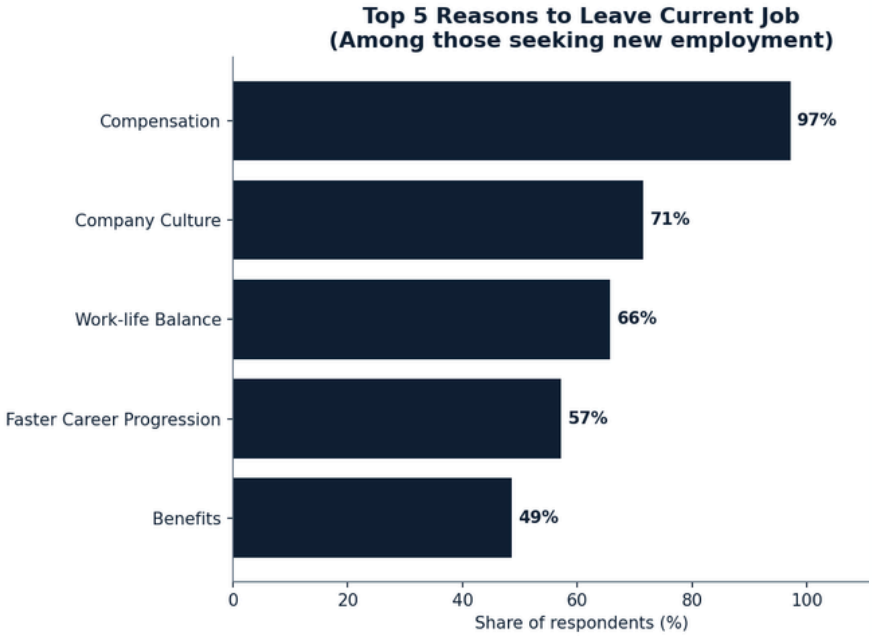
One of the key changes of the last 12 months is the significant decrease in average job satisfaction, decreasing from 61% in 2025 to 47% in 2026.

Two-thirds of employees reported being open to seeking new employment with a quarter of these searching for new roles.

Compensation was the key driver cited for wanting to leave current role.

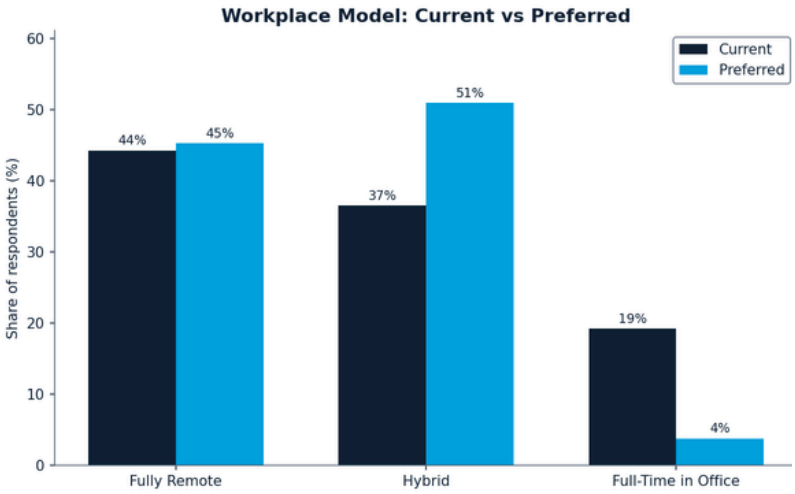


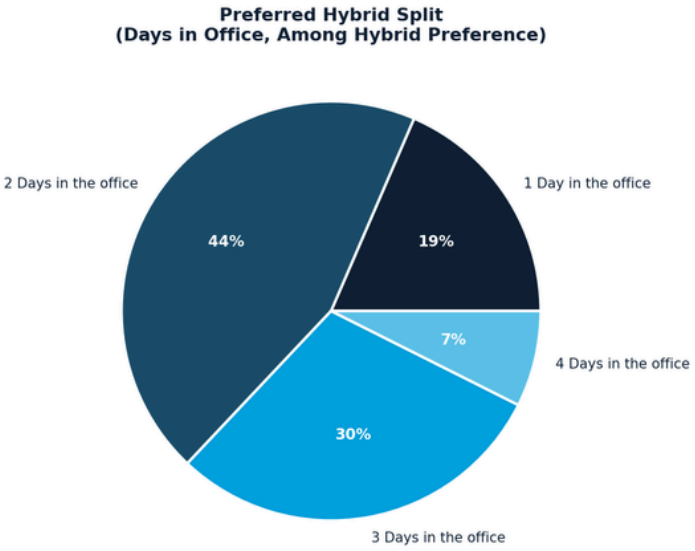




Workplace & Culture Trends

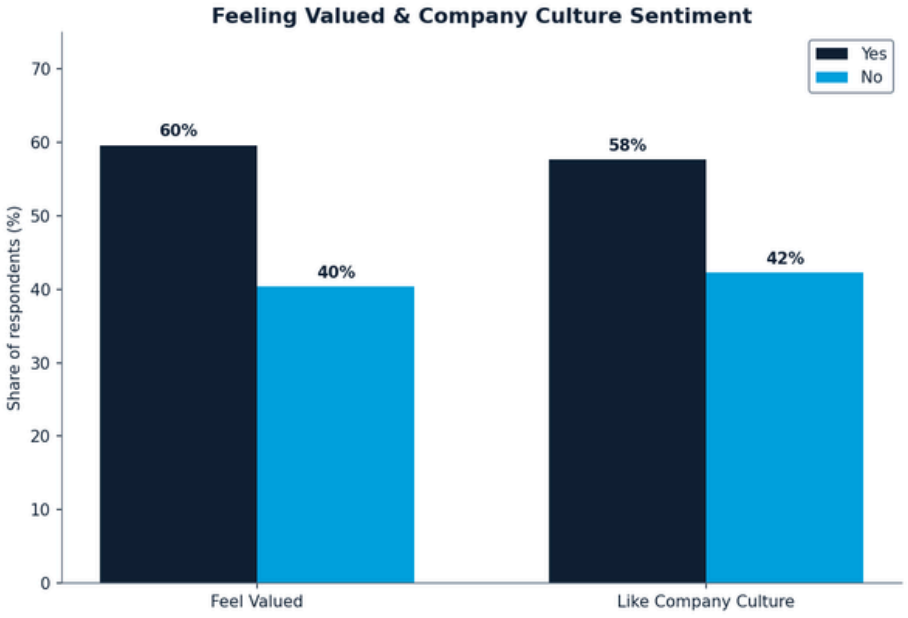
Remote hiring remains strong, particularly for GTM roles in the US. Interestingly, the majority of respondents outlined a preference for hybrid roles, with 74% highlighting 2-3 days in the office as their preferred option.



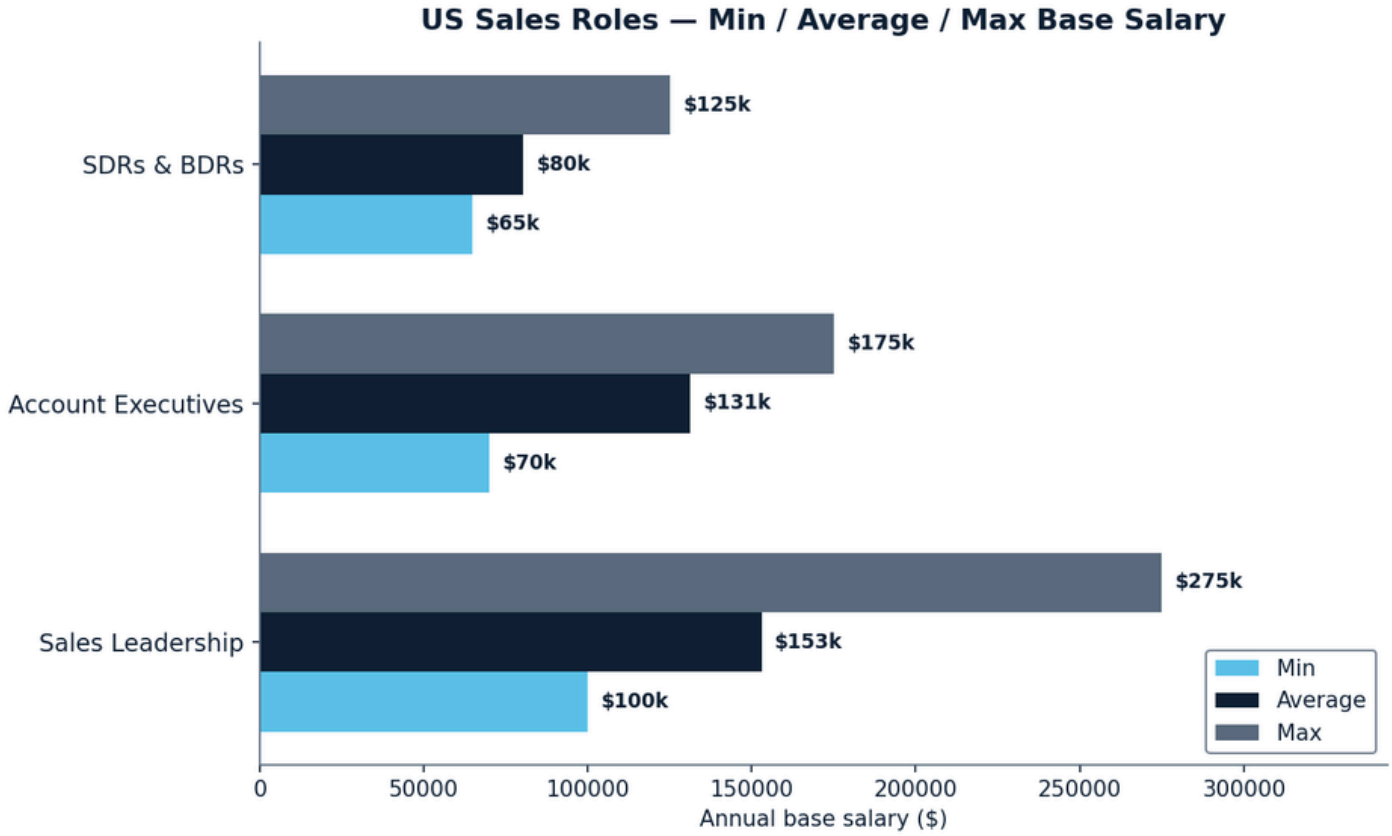


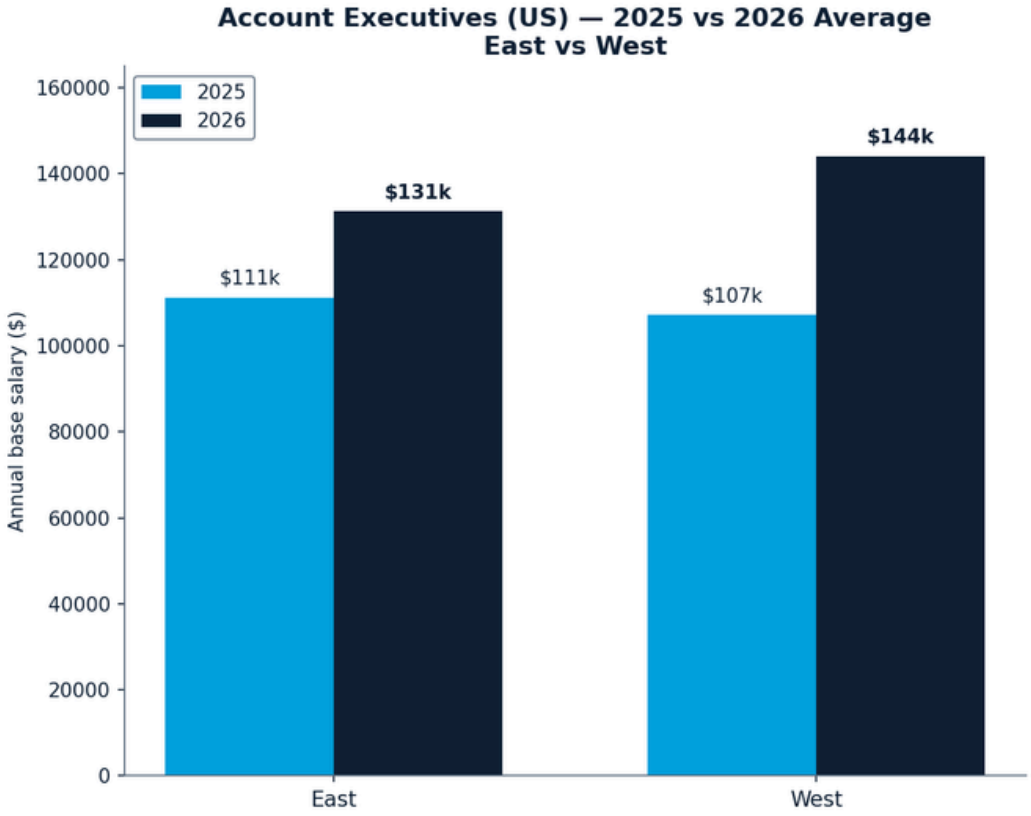
Unsurprisingly, there is a strong correlation between feeling valued at work and liking the company culture.

58% of respondents reported liking their company culture, a decrease from 63% in 2025. Company culture was cited as the second most cited reason for respondents seeking a new role.

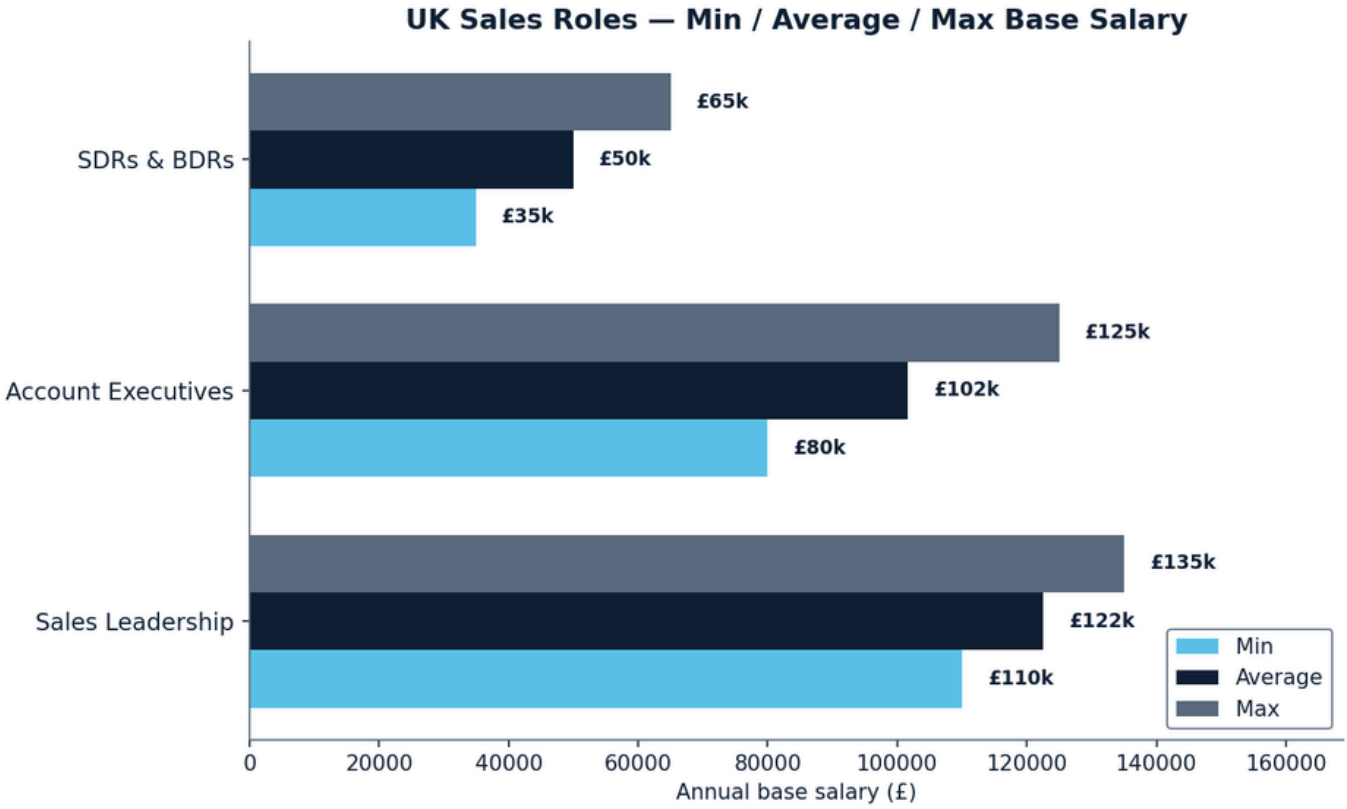


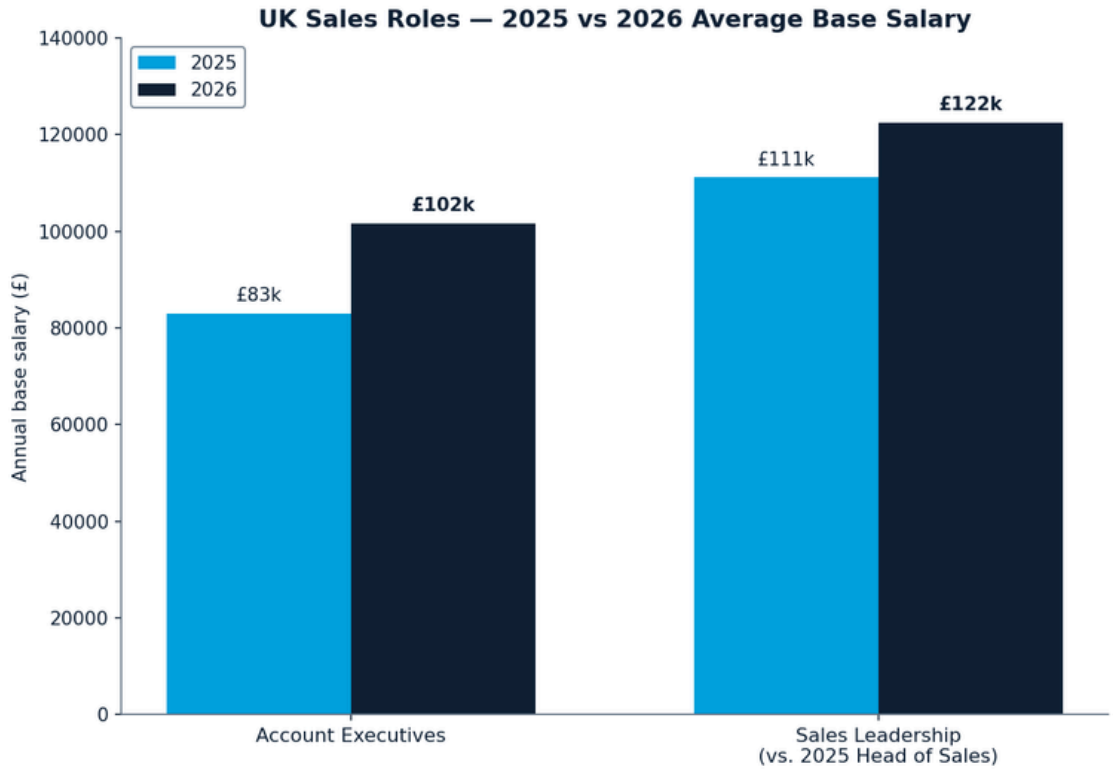
Salary Data 2026: US Sales



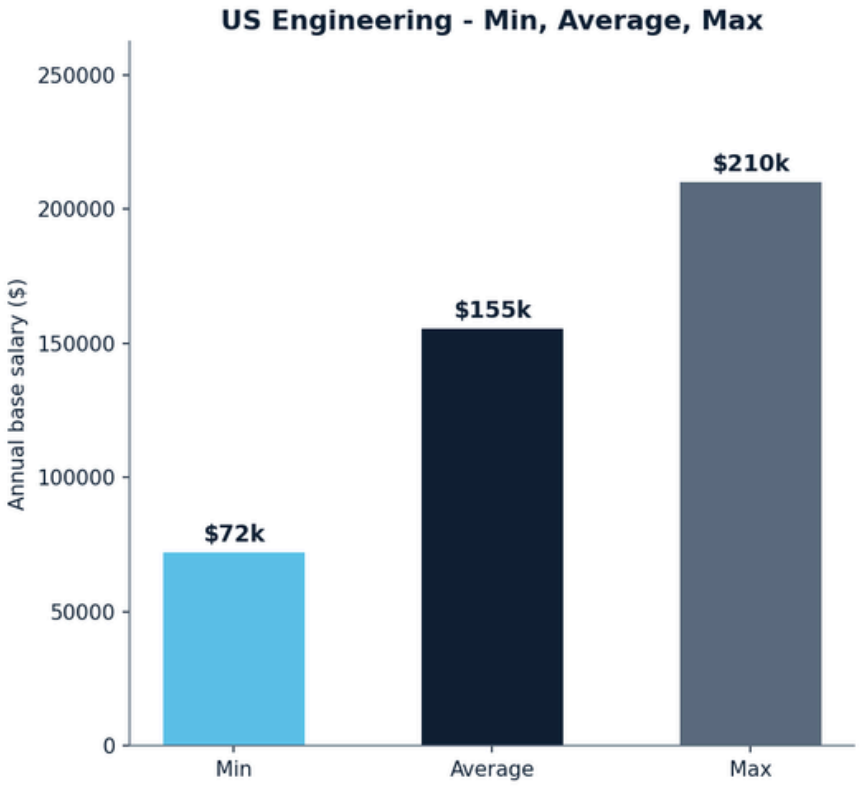


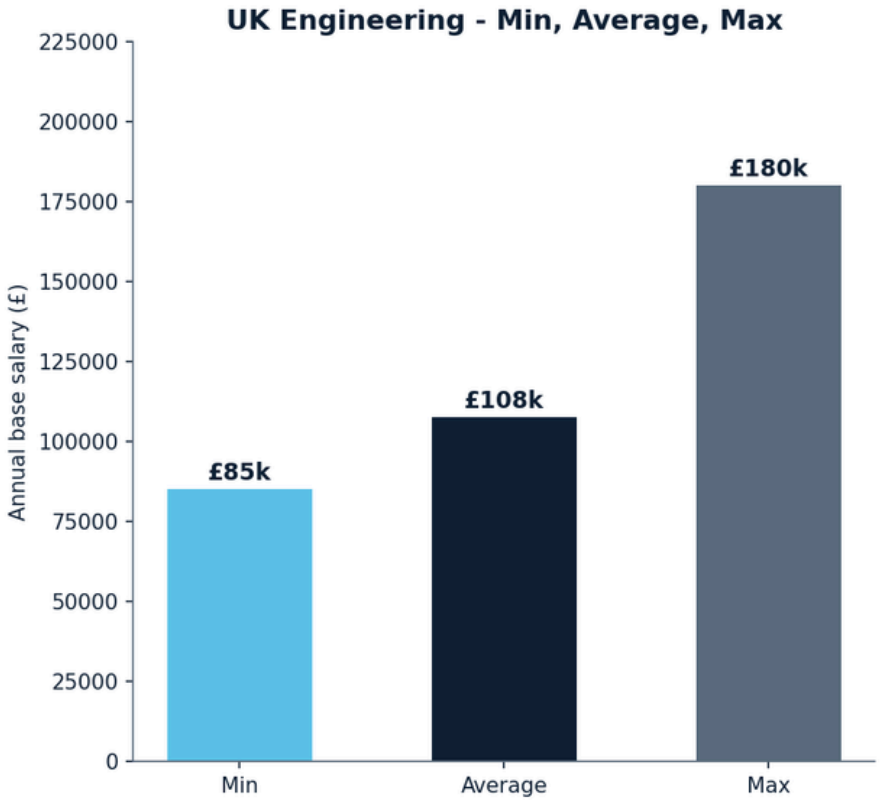
Salary Data 2026: UK Sales



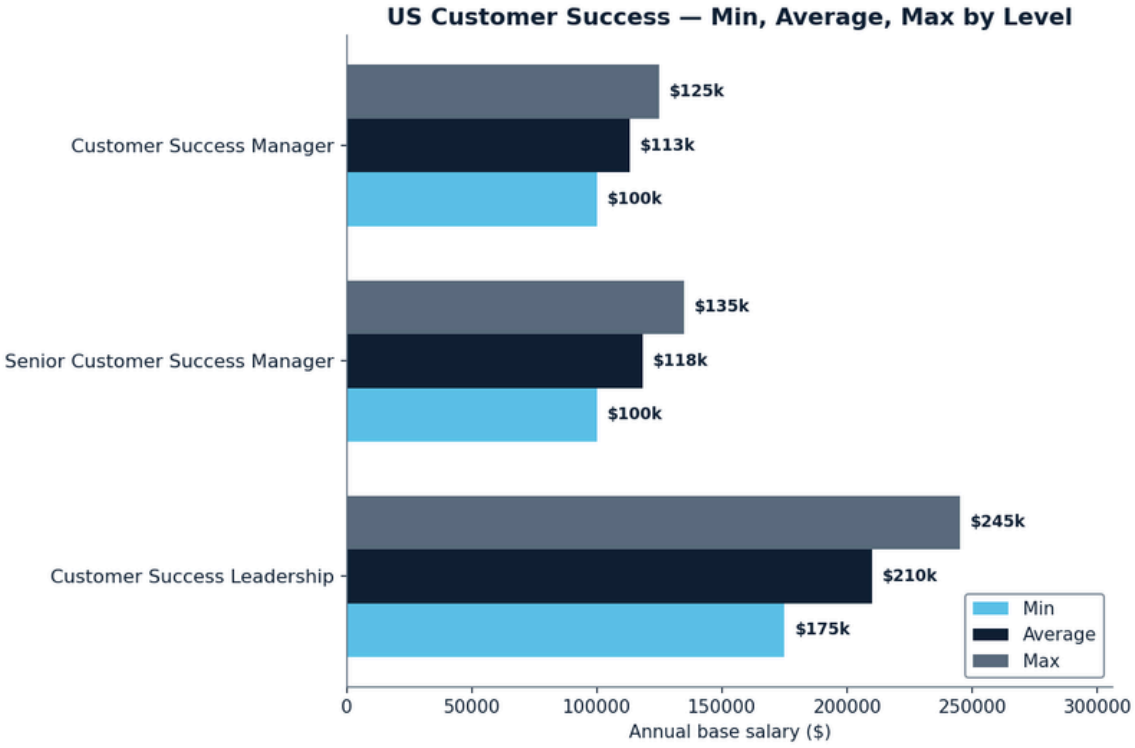


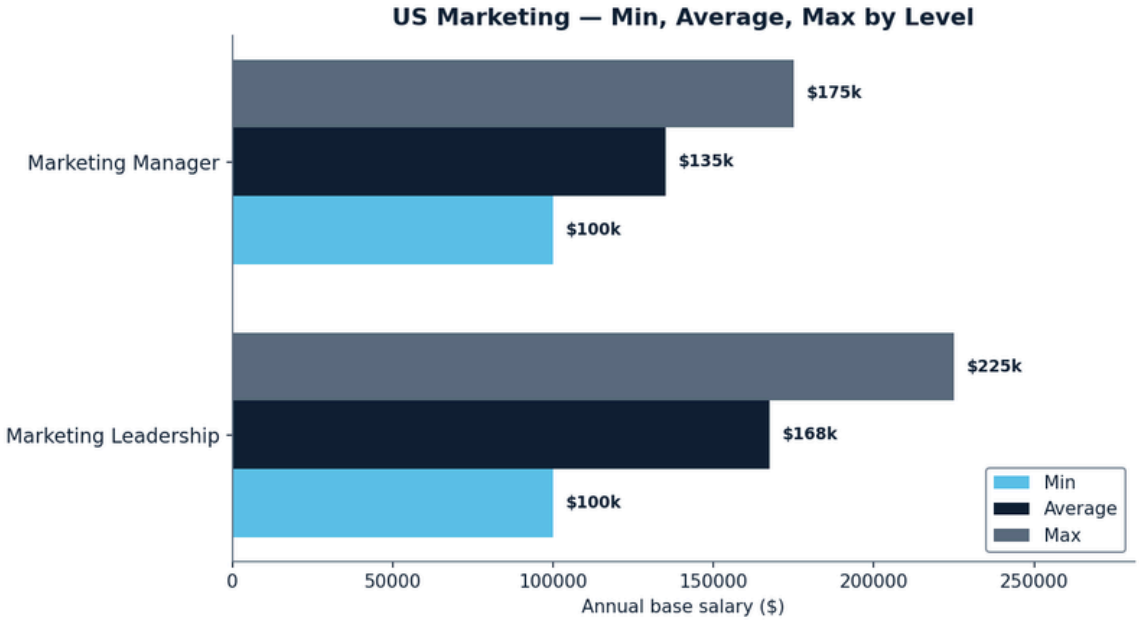
Salary Data 2026: US & UK Engineering



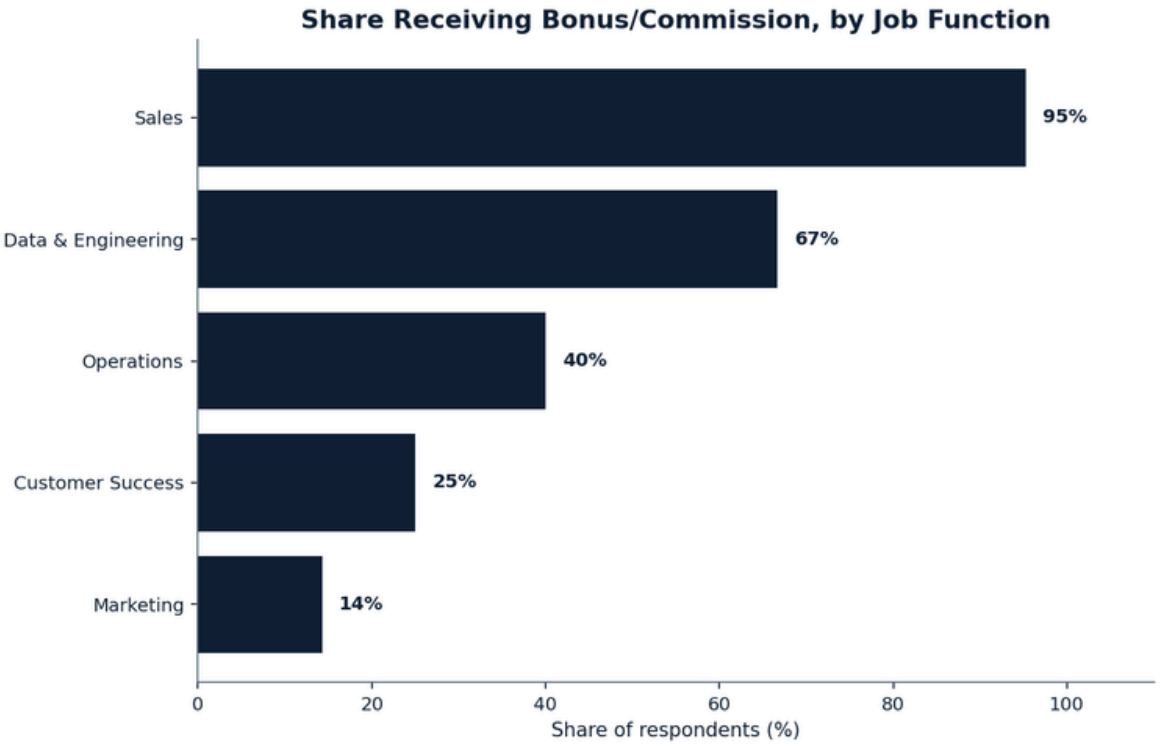


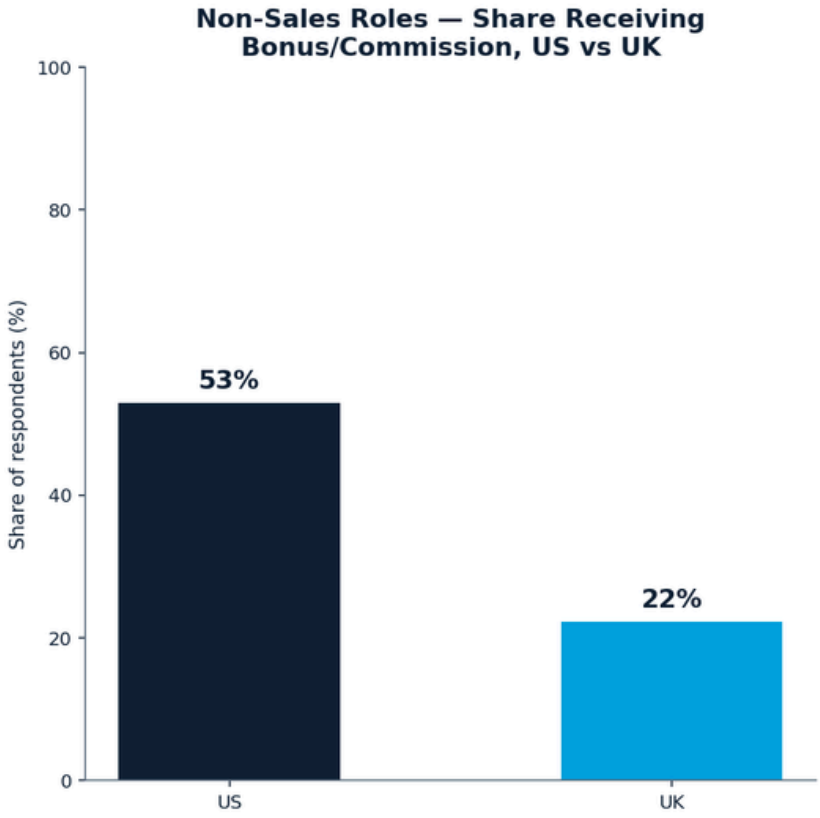
Salary Data 2026: Customer Success & Marketing (US)





Bonus Data 2026



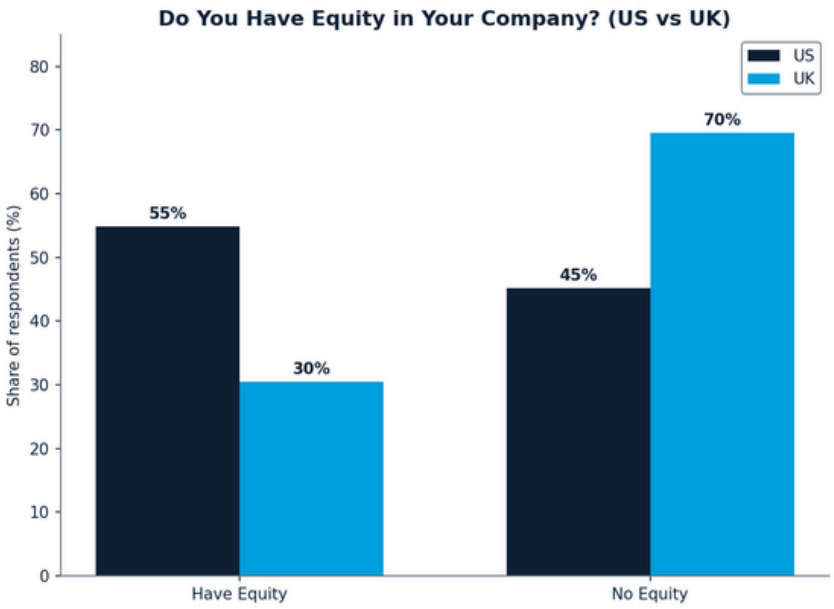


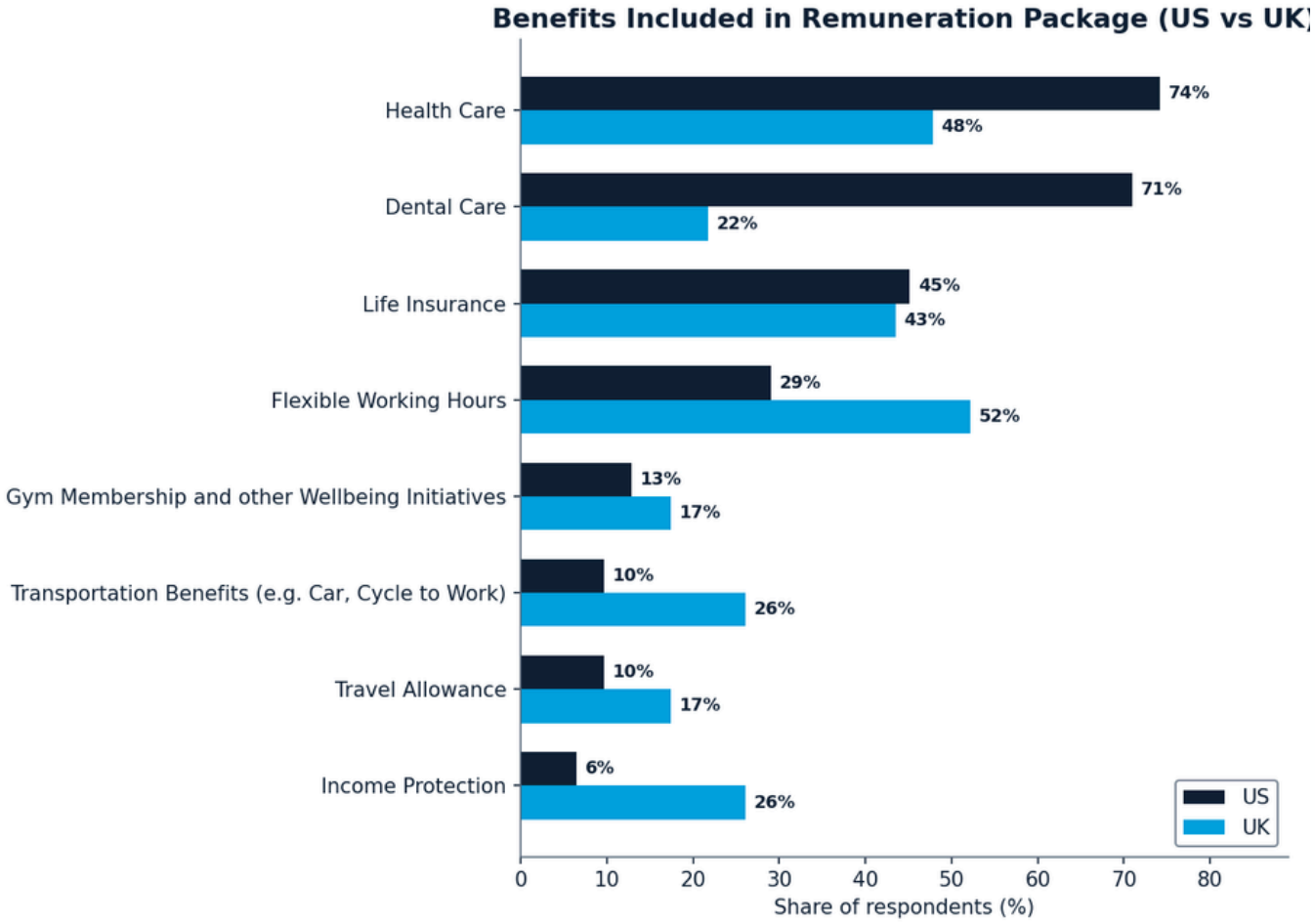
Equity & Benefits

Equity and benefits granted to employees vary significantly by region based on market norms and region-specific legislation.

55% of US respondents reported having received company equity, compared to 30% in the UK.

Private health care was the most common benefit in the US, with flexible working hours most commonly reported in the UK.





Proptech in 2026

Demand for talent that can bridge technical and commercial skills has boomed in Proptech in the last 12 months as AI solutions take hold.

Early stage companies facing hiring challenges
Candidates are increasingly wary of Seed and Series A roles, having watched a number of otherwise strong companies struggle to close follow-on rounds.

Role demand has shifted
Requests for solutions engineer-type hires - technical, client-facing roles that bridge product and implementation - have risen sharply, while product and marketing hiring has cooled. Demand for Sales expertise remains strong.

Hybrid is the default
Fully remote and fully in-office models have both given ground to hybrid, which has moved from a "nice to have" to an assumed baseline for most candidates.

New York still leads
In the US, the majority of hires remain concentrated in New York, reflecting how closely the Proptech ecosystem sits alongside the real estate and property industries it serves. Proximity to landlords, brokers, and property stakeholders still carries real weight, particularly for commercial and partnership-facing roles.



Sarah Baldon - Head of Proptech

"AI is changing what PropTech companies look for, but it is not replacing the need for industry expertise and true quota crushers. The most valuable hires are those who can translate sophisticated technology into practical outcomes for property professionals, and use AI to make their processes more streamlined getting to the same end goal quicker."

Contech in 2026

Domain expertise are strongly in demand across Contech as hiring practices and go-to-market approaches have shifted over the past 12 months.

Data centre boom
There has been a "gold rush" for enterprise sales professionals with proven data centre experience, driving significant salary inflation across this niche. With $7 trillion projected to be invested in data centre infrastructure globally by 2030, it has become one of the industry's biggest talent battlegrounds.

Labour shortages driving AI adoption
The industry continues to face a labour shortage with an additional 3 million workers needed by 2031. This skills gap is one of the key drivers of AI investment.



"As AI and robotics continue to transform the world's largest infrastructure projects, the sales motion is evolving. Success now depends less on selling technology and more on helping customers understand how it enables them to deliver projects faster, safer, and more efficiently. The professionals who can translate complex solutions into tangible business outcomes will define the next generation of growth."
Jon Ballayntre - Contech Lead

Leaner teams
GTM teams are becoming leaner and more specialised. Organisations are investing more heavily in functions that drive adoption and retention. There is also growing demand for professionals transitioning directly from traditional construction into ConTech, bringing valuable domain expertise.

Caution among candidates
Candidates are conducting far more due diligence before accepting opportunities, asking detailed questions around investors, financial runway, product-market fit, revenue growth, and exit strategy.

Insurtech in 2026

The hiring landscape across Insurtech companies building for the built environment has shifted markedly over the past 12 months with companies focused on increasing the talent density of their teams.

Fewer, more strategic hires
Insurtech companies are hiring less overall, with more focus on business-critical roles that directly impact growth, product or profitability.

Higher bar for talent
Hiring managers are increasingly looking for the best of the best and are less willing to compromise on candidate profiles.

Salaries remain high
Lower hiring volumes haven't brought salaries down. Strong and niche candidates are still commanding high compensation.

More capital, earlier
Insurtech companies are raising larger rounds at earlier stages, allowing Seed and Series A businesses to compete for more senior talent with bigger players.

Generalists valued
Leaner teams mean companies increasingly want people who can wear multiple hats, build from scratch and work across functions.

AI skills in demand
AI experience is increasingly coming up as a must-have requirement across engineering, product and operational hires.

"Insurtech companies are hiring less, but the hires they are making matter more. The bar for talent is higher and companies are willing to pay for the right people."

Hattie Armstrong - Head of Insurtech



Data & Engineering in 2026

Similar to 2025, over the last year AI has continued to be the dominant theme for data and engineering hiring in the Built Environment tech market.



“Having practical evidence of AI capability is not a nice-to-have but need-to-have. Candidates who build on this as a differentiating factor has a significant hiring advantage.”

Tabitha Francis - Director & Head of Tech

Show don’t tell when it comes to AI Skills
Employers have raised the bar for expectations around AI fluency. Candidates are increasingly asked to demonstrate what they have built with AI, whether it is a core part of their role, or a personal project.

Founding Engineer roles
There is an uptick in early stage startups hiring founding engineer roles. With AI, an individual engineer can now have the impact that previously required a full team. Startups value founding engineers who leverage their experience, expertise, and AI productivity gains to build the foundations of the product experience.

Bridging the gap across teams
Companies are increasingly looking for candidates who can work cross-functionally to pair technical skills with domain expertise to deliver commercial outcomes. There is a particular increase in organisations seeking to hire Forward Deployed Engineers, working directly with customers to unlock value more quickly.

About LMRE

LMRE is a Global Recruitment and Search Consultancy in the Built Environment, specializing in finding the best strategic talent for the most innovative organisations in **PropTech, ConTech, InsurTech, Warehousing & Logistics, Smart Buildings and ESG & Sustainability.** To find your local consultant, get in touch with the team.

Follow us for more information about LMRE, services we can offer, and insights into Built Environment Tech recruitment.

Check out our podcast - **Tech at the Table!**

