



Chartered property,
land and construction
surveyors



WORKPLACE CULTURE BENCHMARK REPORT

A baseline view of Member
Experiences across the Property,
Construction and Land Sectors

TOGETHER, WE ARE BUILDING INCLUSIVE SECTORS

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About SCSI

The Society of Chartered Surveyors Ireland (SCSI) is the leading professional body representing Chartered Surveyors in Ireland across land, property and construction. With a membership of more than 7,200 professionals, trainees and students nationwide, the SCSI provides impartial, independent and authoritative advice on key issues for consumers, businesses and policy makers, while advancing and maintaining standards for Chartered Surveyors working across the property, construction and land sectors.

All aspects of the profession, from education through to qualification and the ongoing maintenance of the highest professional standards, are regulated and overseen by the SCSI in the public interest. Through our global partnership with the Royal Institution of Chartered Surveyors (RICS), SCSI supports the award and protection of the internationally recognised Chartered Surveyor designation, underpinned by rigorous standards of competence, professionalism and ethical practice.

The SCSI's ambition is to support and connect its members, represent and advocate for the profession, and influence and advance the future of the built environment.

The Society seeks to be a dynamic, innovative and visible organisation that fosters the highest standards of professionalism and ethical practice, while attracting and embracing the next generation of Chartered Surveyors to ensure the long-term sustainability of the profession.

Harnessing the collective knowledge and professional expertise of Chartered Surveyors involved at every stage of the built environment lifecycle, the SCSI is uniquely positioned to contribute policymaking on the built and natural environment. As the voice of the profession, the Society is committed to its central role in advocating in the public interest. Through evidence-based research, professional guidance and engagement with policymakers, industry and society, the SCSI provides trusted insight on the issues shaping Ireland's built environment, while upholding the highest standards of integrity, accountability and public confidence in the surveying profession.



Foreward (SCSI President)

The Society of Chartered Surveyors Ireland (SCSI) is proud to present the findings of the SCSI's first ever, workplace culture benchmarking project across the property, construction and land sector in Ireland: within which our members work and practice. Developed in partnership with inclusio, this landmark initiative represents a significant step forward in how our industry understands, measures and addresses workplace culture. This project was founded on a clear and shared belief: that a healthy, inclusive and respectful workplace culture is not a "soft" issue, but a critical driver of professional standards, performance, safety, talent retention and long term sustainability. For an industry facing complex challenges - including skills shortages, changing workforce expectations, regulatory scrutiny and increased public accountability - culture matters more than ever.

The data provides an honest and credible picture of how members experience work across property, construction and land - highlighting both areas of strength and those requiring focused attention. Importantly, it moves the conversation beyond anecdote and assumption, giving leaders, firms and the wider industry a shared evidence base from which to act.

As the professional body representing chartered surveyors in Ireland and statutory body for registrants under the Building Control Act 2007, the SCSI recognises its responsibility to use its platform to help build the shared infrastructure needed to raise standards across the industry. By convening the profession, partnering with independent expertise, and amplifying members voice, this initiative reflects that commitment.

This project is not about judgement. It is about learning, accountability and progress. The insights generated enable organisations to benchmark themselves, identify cultural risks early, strengthen leadership capability and support better decision making at board and senior management level. Over time, repeated measurement will allow the sector to track progress, demonstrate improvement and embed a culture of continuous learning.

Crucially, this work aligns with SCSI's wider role in promoting professionalism, public trust and ethical practice. A sector that values openness, inclusion and psychological safety is better equipped to deliver high quality outcomes for clients, communities and the public interest.

This is a starting point, not an end point. Meaningful culture change requires sustained commitment, leadership ownership and a willingness to act on what the data reveals.

SCSI will continue to support the sector by sharing insights, encouraging dialogue and promoting best practice - ensuring that members voice remains central to shaping a more inclusive, resilient and future ready profession.



Gerard O'Toole FCSI FRICS
President, Society of Chartered Surveyors Ireland

Project Delivery and Oversight (SCSI Director of Regulation & Registrar)

HOW THIS BENCHMARK WAS DELIVERED

From an operational perspective, I led the delivery of this first ever, industry workplace culture benchmarking project on behalf of the Society of Chartered Surveyors Ireland, with invaluable support throughout the project from Patrick King, Director of Membership and Public Affairs, Edel Ryan, Head of Events and other SCSI colleagues.

Working closely with Inclusio, we began by developing and rolling out a confidential member survey across the property, construction and land sector. The survey was designed to capture member experience across core dimensions of workplace culture, including trust, psychological safety, wellbeing, inclusion, leadership and management practices. Ensuring confidentiality, consistency and credibility in the data collection process was a central priority throughout.

Once the data was collected, the focus shifted to analysis and interpretation. Rather than examining results in isolation, the emphasis was on identifying common themes and patterns emerging across the industry. This approach allowed us to move beyond individual organisational experiences and develop a clearer picture of the systemic cultural strengths and challenges facing the sector as a whole.

To ensure the findings were meaningful and actionable, we facilitated a series of structured workshops with CEOs, senior leaders and managers from across the industry. These sessions provided an opportunity to explore the data in depth, reflect on leadership responsibility, and discuss how workplace culture influences professional standards, risk, safety, performance and long term sustainability. The workshops were an important part of translating insight into understanding and shared ownership.

The final stage of the project was the development of this sector level report. It brings together the survey findings, thematic analysis and leadership engagement into a single, evidence based resource for the profession. The report establishes a baseline for understanding workplace culture across land, property and construction, and provides a foundation for informed discussion, future benchmarking and continuous improvement.

This work was deliberately designed as a starting point. Sustained progress will depend on continued engagement, leadership commitment and a willingness across the sector to listen to employee voice and act on what the evidence tells us.



Gwen Wilson
Director of Regulation and Registrar, SCSI

The Journey

inclusio Data Capture 2025

- September – Launched data capture
- Combined annual Salary Survey
- Created the Baseline (People & Culture)



The Results

- December - Presented Annual Conference
- January – CEO's Workshop
- February – People Managers Workshop
- Ongoing - Employer insight sessions



Publish the Baseline Report

- April 2026



Data Capture 2026 & 2027

- September - Progress Baseline
- Grow the data set
- Publish progress results



Culture Benchmark: Key Findings and Participation

The first benchmark findings present a clear and balanced picture. Overall culture performance across the profession is stable indicating that many organisations provide positive working environments. However, the data reveals significant issues and disparities across different groups, career stages and organisational contexts. These differences influence who feels heard, who progresses and how opportunity is experienced in practice.

The strength of this benchmark lies in its ability to capture confidential, experience-based insight at scale. Responses were gathered in a way that enabled members to share their experiences openly, providing an accurate reflection of day-to-day workplace reality. This distinction is critical in understanding not only organisational intent, but how culture is actually lived across the workforce.

The benchmark was conducted over a four-week period in 2025 and captured responses from nearly 700 members, representing approximately 15% of the SCSI membership, generating more than 42,000 data points. Participation reflects a broad cross-section of the profession, with representation across organisations of different sizes, sectors and career stages.

Professional Members account for 64% of respondents, alongside Trainees (12%) and Associates (11%), providing insight across the full career lifecycle.

The dataset is predominantly drawn from the private sector (88%), with additional participation from public, non-profit and academic organisations. This distribution reflects the structure of the profession and supports the relevance of the findings as a baseline view of members experience.

This evidence base provides a credible foundation for understanding current culture performance while also highlighting where inconsistency in experience may create risk.

The sections that follow explore who participated in the study, how culture is experienced across different groups, and what these patterns mean for leadership, progression and workforce sustainability.



Sandra Healy
CEO and Founder
inclusio

700 Members

4 Weeks data capture

42,000+ Data points

88% Private sector

Representation across all career stages

First benchmark of its kind

Data signals workplace culture areas needing attention

The Members Behind the Data and Why it Matters

Understanding the composition of members who participated provides essential context for interpreting the culture findings that follow. Although this benchmark captures the perspectives of nearly 700 members, the demographic profile highlights the unique characteristics and experiences that shape how workplace culture, progression, and opportunity are felt by individuals across the profession.

The workforce represented here comprises individuals at varying career and life stages. Most participants belong to Generation X and Millennials with around half of individual members under 40, underscoring a strong mid-career and emerging talent presence. Women account for approximately a quarter of respondents, reflecting both progress in gender representation and continued opportunity to increase diversity among individual members in the profession.

A defining feature of the dataset is the diversity in members backgrounds and personal circumstances. Among individual respondents, there are 27 nationalities represented, with one in ten identifying as immigrants, and 44% identifying as first-generation third-level graduates.

Additionally, one in two participants have responsibility for children, with a further proportion caring for dependent adults, directly affecting expectations around flexibility, workload, and sustainability at the individual level.

There are also important signals regarding members visibility and disclosure. Fourteen per cent of individual respondents identify as neurodivergent, with others preferring not to disclose. Lower reported rates of disability and LGBTQIA+ identification among members suggest that certain experiences may remain less visible, indicating potential differences in psychological safety for individuals across the profession.

Viewed together, this member profile offers critical context for understanding variations in workplace culture experience. Differences in life stage, caring responsibilities, and visibility impact how individual members experience inclusion, progression, and leadership in practice, helping explain why positive overall culture scores can exist alongside uneven experiences among members.

700
Members

27 Nationalities

52% responsibility for children

14% Neurodivergent

2.7% LGBTQIA+

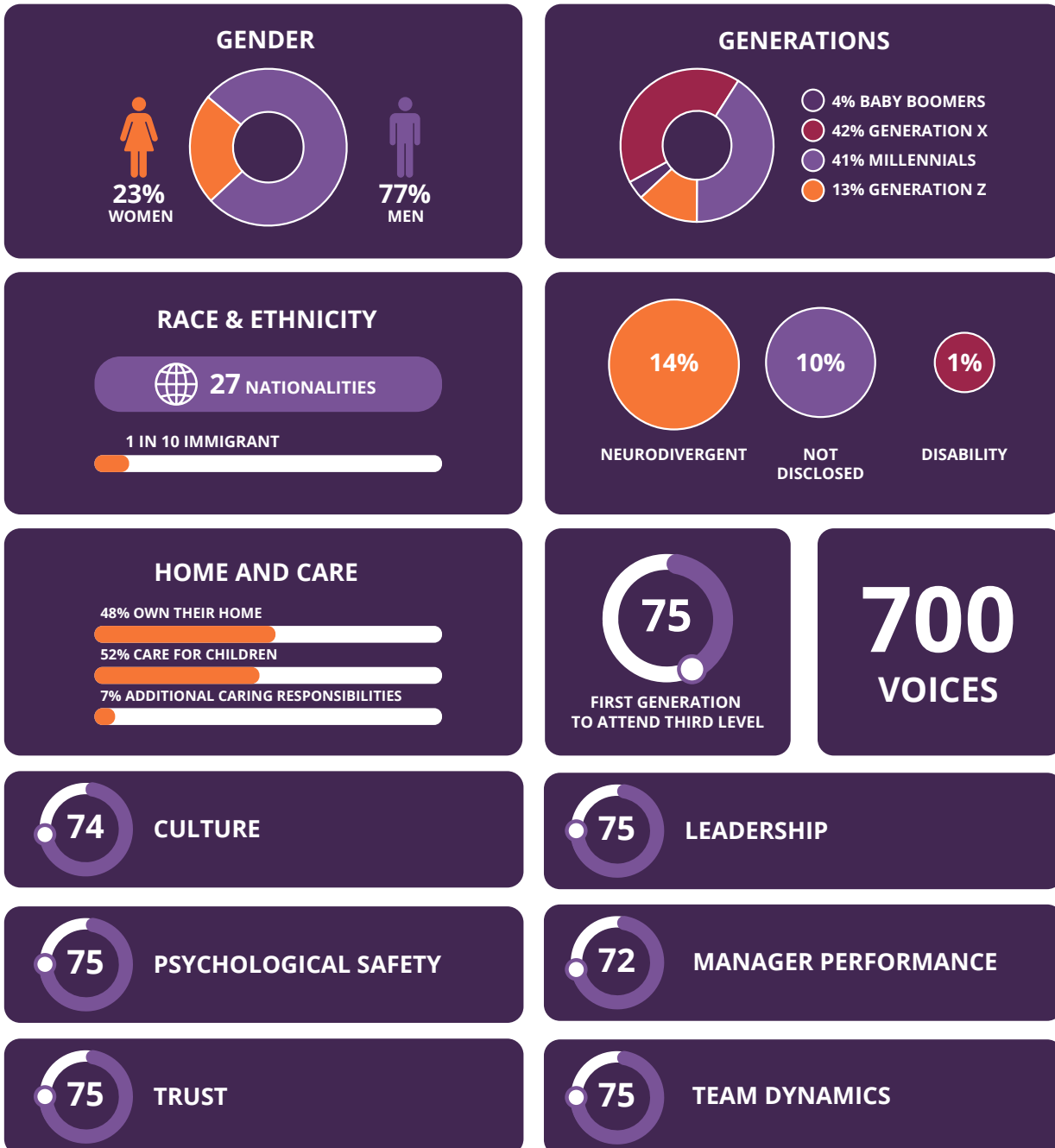
44% First generation third Level

Benchmark Snapshot

Benchmark Snapshot: This overview highlights the workforce profile and culture performance at a glance. The headline scores present a positive summary, reflecting the average responses across all participants. It is important to note, however, that these figures represent the overall picture and do not capture the full range of experiences felt by different groups or at various career stages. Further sections will explore these differences in more detail.

Demographics (%) Workforce representation by group. This shows who is present, not how they experience the organisation.

Culture performance (0-100) A scientifically validated measure of culture performance. Built from multiple data points across the members experience. Higher scores indicate stronger culture and lower organisational risk.





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CULTURE PERFORMANCE, RISK AND ACTION

Culture Performance: Strengths, Variation and Lived Experience

This first culture benchmark provides an evidence-based view of how workplace culture is experienced across the profession. Using the inclusio platform and behavioural science model, culture is measured through key indicators including psychological safety, trust, leadership, manager performance and team dynamics - capturing how leadership behaviour, organisational practices and everyday decisions shape people's experience at work.

At an overall level, headline results across the core dimensions range between 72 and 75, indicating generally stable and supportive workplace environments. These results suggest that many organisations are providing a sound cultural foundation for their workforce.

However, when results are examined more closely, meaningful variation in experience emerges across different groups and career stages. These differences are not visible in headline averages, but are critical in understanding how culture is actually lived in practice.

Psychological safety shows the greatest variation by gender, with men reporting higher scores than women. Differences are also evident in leadership

and manager performance, where women report less positive experience than their male counterparts. These gaps indicate that while culture may perform well overall, it is not experienced consistently across the workforce.

Career stage also matters. Trainees report the lowest culture performance across all dimensions, highlighting the importance of early-career experience in shaping confidence, engagement and long-term commitment to the profession.

Across the wider dataset, leadership and team dynamics sit in a moderate range, with individual measures such as fairness, follow-through, relationships and sense of community clustering below the strongest performing areas. These results point to opportunity to strengthen consistency in how leadership and management practices are experienced day to day.

Overall culture performance across the profession is stable, but variation in lived experience indicates that culture is not felt equally by all groups. Understanding where and why these differences arise is essential in identifying cultural risk, strengthening leadership practice and supporting sustainable workforce performance.

Positive Averages: Uneven Experiences



Culture Risks and Impact on Performance

Culture serves as a primary signal of how well an organisation performs, maintains workforce stability, and makes quality decisions. Differences in experiences among various groups and career stages can create risks that influence an organisation's ability to attract, keep, and empower talent effectively.

Psychological safety and decision quality

Psychological safety underpins effective decision-making and innovation. Where individuals feel able to speak up, challenge assumptions and raise concerns, organisations benefit from stronger judgement and earlier identification of risk. Variation in psychological safety indicates that not all voices are equally heard, increasing the likelihood that issues remain unchallenged or escalate.

Leadership credibility and trust

Confidence in leadership is shaped by fairness, consistency and follow-through. Differences in how leadership and management are experienced can weaken trust, reduce alignment and affect long-term engagement. Where leadership behaviour is perceived as inconsistent, organisational credibility and cohesion are diminished.

Early-career experience and talent pipeline

Lower culture scores among trainees highlight risk to the future talent pipeline. Early-career experience shapes retention, professional development and long-term commitment to the profession. Inconsistent experience at this stage increases the risk of attrition and weakens workforce sustainability.

Connection, belonging and team performance

Belonging and team dynamics influence collaboration, resilience and day-to-day effectiveness. Moderate results in these areas suggest opportunity to strengthen connection and inclusion. Where team cohesion is weaker, performance, engagement and retention may be adversely affected.

Taken together, these findings indicate that while culture performance is generally positive, inconsistency in lived experience represents a material risk to decision quality, workforce stability and long-term organisational performance.



Some risks hit now; others quietly compound.

LEADERSHIP FOCUS

Where Culture Requires Attention

These actions highlight where leadership attention can most effectively strengthen consistency of culture experience across the workforce.



1. Psychological Safety as a Performance Enabler

What the data signals

Psychological safety is not experienced consistently across the workforce, limiting whose perspectives are heard and when risks are surfaced.

Leadership focus

Set clear expectations for open challenge, model constructive response to feedback and reinforce leadership behaviours that encourage speaking up across all teams.

When people do not feel safe to speak up, risk remains hidden and decision quality suffers.



2. Leadership Credibility and Follow-Through

What the data signals

Gaps between leadership intent and lived experience weaken trust and alignment.

Leadership focus

Strengthen transparency in decision-making, increase accountability for delivery and ensure consistency between stated priorities and observed behaviour.

Trust is built or broken in the gap between what leaders say and what people experience.



3. Consistency in Management Quality

What the data signals

Workplace experience varies significantly depending on manager capability, affecting workload, development and issue resolution.

Leadership focus

Clarify expectations of people management, support managers to build capability and strengthen oversight of how issues are identified and addressed.

For most employees, culture is experienced through their manager - inconsistency here creates uneven performance environments.



4. Connection, Belonging and Team Cohesion

What the data signals

Moderate levels of connection and belonging suggest opportunity to strengthen collaboration and engagement.

Leadership focus

Encourage practices that build team cohesion, recognition and inclusion, particularly across hybrid, multi-site and multi-disciplinary teams.

Where connection is weak, engagement and commitment decline – even in otherwise positive cultures.

These actions are not prescriptive. They highlight where leadership attention can reduce cultural risk by strengthening consistency in how culture is experienced.



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TALENT PROGRESSION AND SUSTAINABILITY RISKS

Talent and Retention

This section examines members' views on career progression, workplace experience and factors influencing retention across the profession. While most respondents indicate an intention to remain with their current organisation, the findings highlight clear pressure points that may affect workforce stability if left unaddressed.

Uncertainty about staying is higher among women than men

Uncertainty about retention is more pronounced among women. Approximately 22% of women report that they are unsure whether they will remain with their employer over the next 12 months, compared with 14% of men. This indicates that a meaningful segment of the workforce is reassessing its position, with a more pronounced effect among women, suggesting differences in how workplace experience is felt in practice.

Differences in career progression experience are evident and consistent

Clear and consistent differences emerge in how career progression is experienced. Women report lower satisfaction with career advancement opportunities (3.4 compared with 3.9 for men), alongside lower perceptions of pay transparency (2.8 vs 3.5) and fair and transparent promotion processes (3.0 vs 3.6). These gaps indicate that progression and opportunity are not experienced uniformly across the profession, influencing confidence in long-term career pathways. Scores are on a 1 to 5 scale (1 = low, 5 = high).

Career progression and working conditions are closely linked to retention

Career progression and working conditions are closely connected to retention decisions. For women, workload and work-life balance (21%), commute or location (21%), and limited career growth opportunities (21%) are cited equally as factors influencing potential departure. Among men, limited career growth opportunities (27%) is the most prominent driver, followed by workload pressures (14%) and commute or location considerations (10%). This highlights that both progression constraints and day-to-day working conditions are shaping retention across the workforce.

Leadership and management experience acts as an additional retention lever

Leadership and management experience plays a significant role in retention risk. Management or leadership concerns are cited by 33% of women, compared with 20% of men, linking day-to-day leadership behaviour directly to intention to stay. Concerns relating to company culture are also cited (13% of women and 14% of men), reinforcing the importance of consistent leadership and management practices in shaping engagement and retention.

Taken together, these findings indicate that talent retention is influenced by the interaction between progression opportunities, working conditions and leadership experience, rather than any single factor in isolation. Where these elements are misaligned, uncertainty about staying increases - creating potential risk for workforce continuity and long-term sustainability across the profession.

Signals of Retention Pressure

22% women vs 14% men
Uncertain about staying (next 12 months)

3.4 women vs 3.9 men
Career advancement satisfaction

2.8 women vs 3.5 men
Pay transparency

3.0 women vs 3.6 men
Promotion fairness

21% women vs 27% men
Limited career growth cited as reason for leaving

33% women vs 20% men
Management or leadership concerns

Career Progression

Career progression experience is closely linked to retention risk

The retention findings are strongly connected to how progression is experienced. The data highlights where unclear career pathways, limited visibility and uneven access to opportunity may be reducing confidence in advancement across the profession.

Clarity and visibility are central to progression

Across both women and men, clear career pathways (32%), access to training and development (26 - 30%) and greater visibility and recognition (30%) are the most frequently identified supports. This indicates that progression is shaped not only by opportunity itself, but by how clearly pathways are defined and how visible contributions are made within organisations.

Visibility and recognition matter across the workforce

Approximately 30% of both women and men identify greater visibility and recognition as key enablers of progression, reinforcing that the ability to demonstrate contribution and build professional profile is a shared requirement across the profession.

Progression experience is not uniform

Differences emerge in the supports prioritised by different groups. Women place greater emphasis on equal pay and career opportunities (17% vs 7%), reducing bias in promotion processes (13% vs 7%) and increased representation of women in leadership roles (30% vs 3%). These patterns highlight the importance of perceived fairness, access and representation in shaping progression confidence.

Progression is also evaluated through practical outcomes

Men place relatively greater emphasis on work-life balance (27% vs 17%) and salary and pay competitiveness (52% vs 33%), indicating that progression is also assessed in terms of financial return and the sustainability of workload.

Taken together, the findings show that career progression is shaped by a combination of structural clarity (pathways), organisational visibility (recognition), perceived fairness (opportunity and representation) and practical outcomes (pay and working conditions). Where these elements are not aligned, progression is more likely to be experienced as limited or uncertain - with direct implications for retention.

Signals of Progression Risk

32% women & men

Clear career pathways support progression

30% women & men

Visibility and recognition

30% women vs 3% men

More women in leadership roles

17% women vs 7% men

Equal pay and career opportunities

13% women vs 7% men

Reducing bias in promotions

52% men vs 33% women

Salary and pay competitiveness

27% men vs 17% women

Work-life balance support

Benefits and What's Valued

Core benefits form a shared baseline across the profession

Across women and men, professional subscriptions, pension contributions and flexible working options (including hybrid working and additional leave) are consistently rated as the most valuable benefits. This indicates a shared expectation for financial security and flexibility as standard features of employment.

Development supports play a stronger role where progression feels constrained

Differences emerge in how development-related supports are valued. Women consistently rate leadership development, training and education support, health insurance and performance feedback more highly than men. These supports are closely linked to enabling progression, particularly where visibility, representation or access to opportunity may be limited.

Men place relatively greater emphasis on pay and workload sustainability

Men also value development supports, but place greater relative emphasis on salary and pay competitiveness (52%) and work-life balance (27%). This suggests progression is also assessed in terms of financial return and the sustainability of workload.

Benefits reflect experience, not preference alone

These differences are not driven by preference in isolation, but by how progression and opportunity are experienced. Where pathways are less clear or perceived as less transparent, development supports carry greater value. Where barriers are lower, practical and financial benefits take priority.

The findings indicate that while financial and flexible benefits form a baseline expectation across the profession, development supports play a more significant role in shaping progression confidence and long-term retention. Organisations that focus on benefits alone, without addressing visibility, development and progression pathways, may see limited impact on retention.

Signals of What Members Value

Scores shown are average ratings on a 1–5 scale (1 = low, 5 = high); percentages reflect the proportion of respondents selecting each option.

4.7 Professional subscriptions
both women and men

4.7 Pension contributions
both women and men

4.4 Flexible working
both women and men

4.3 women vs 3.9 men
Performance feedback & reviews

4.1 women vs 3.8 men
Training & education support

4.2 women vs 3.8 men
Health insurance

52% men vs 33% women
Salary as key retention driver

Generational Differences in Benefits

Core benefits are valued consistently across all career stages

Across generations, professional subscriptions, pension contributions and flexible working arrangements are rated as highly valuable. These benefits form a shared baseline expectation across the profession, regardless of career stage.

What differs is how benefits support career needs at different life stages

While core benefits are consistently valued, the data shows clear variation in emphasis depending on career stage, reflecting differing priorities linked to development, financial security and sustainability.

Early career professionals prioritise development and progression support

Gen Z and Millennial respondents place greater value on development-related benefits, including training and education, leadership development and performance feedback. These supports are closely linked to building skills, gaining visibility and progressing within organisations.

Mid-career professionals balance development with financial stability

Gen X respondents continue to value development supports, while placing increasing importance on pension contributions, income protection and health-related benefits. This reflects a growing focus on financial security alongside career progression.

Later career professionals prioritise security-based benefits

Baby Boomers place greater emphasis on pension contributions and income protection, with comparatively lower emphasis on development-related supports. This reflects different career priorities and longer-term financial planning considerations.

The findings indicate that while a core set of benefits provides a consistent foundation across the profession, effective talent strategies require a more segmented approach. Aligning benefits and supports to career stage is important to sustaining engagement, progression and long-term retention.

Signals of Career-Stage Benefits Priorities

4.5

Pension & professional subscriptions (all generations)

4.4

Flexible working consistently valued

Gen Z & Millennials highest

Training & development supports

Gen X highest

Pension & income protection

Baby Boomers highest

Financial security benefits

Talent Risk and Workforce Sustainability

This section brings together the key talent signals across the report

Taken together, the findings on retention, career progression, benefits and generational differences point to a consistent pattern. While overall workplace experience is positive, there are emerging pressures that may affect workforce stability and the long-term sustainability of the profession.

Career progression is the central pressure point

Across the data, clarity of career pathways, visibility and access to opportunity most strongly shape how members assess their future within organisations. Where progression is unclear or perceived as inconsistent, confidence in long-term career prospects is reduced.

Perceptions of fairness influence progression and retention outcomes

Differences in how progression is experienced highlight the importance of transparent promotion processes, equitable access to development and visible leadership pathways. Where fairness and access are questioned, progression confidence weakens and retention risk increases.

Workload and flexibility remain critical to sustainability

Work-life balance, commute and workload pressures continue to influence both career decisions and intention to stay. Sustainable working practices play a key role in enabling long-term engagement across career stages.

Compensation and core benefits form a baseline, not a solution

Salary, pension and core benefits are consistently valued across the profession. However, on their own they are not sufficient to address progression-related concerns or mitigate retention risk.

Workforce expectations are not uniform

Differences by gender and career stage show that a single, one-size-fits-all approach to talent management is unlikely to meet the needs of the full workforce. Development supports, flexibility and financial priorities vary depending on experience and life stage.

The findings indicate that organisations that do not actively address progression clarity, visibility and workload sustainability risk weakening both talent retention and the future workforce pipeline. Strengthening workforce sustainability requires a more deliberate and integrated approach to progression, fairness and sustainable working practices.

No single issue is driving risk - it is the accumulation and interaction of progression, fairness, workload and benefits that shapes retention and long-term workforce sustainability.

Taking Action on Talent Progression and Retention

Leadership Focus: Where Progression and Retention Require Attention

These actions highlight where leadership attention can most effectively strengthen progression clarity, fairness and sustainable retention across the profession.



Strengthening Career Pathways and Progression Clarity

What the data signals:

Career progression is the most consistent factor influencing retention and long-term career decisions. Where progression criteria and development opportunities are unclear or inconsistent, confidence in advancement reduces.

Leadership focus:

Define visible pathways, clarify promotion criteria and ensure consistent access to development opportunities across the organisation.

If people cannot see the pathway, they will not commit to the journey.



Increasing Visibility and Recognition

What the data signals:

Approximately 30% of members identify visibility and recognition as key factors supporting career progression. Opportunities to contribute, gain exposure and build professional profile influence progression across career stages.

Leadership focus:

Create structured opportunities for visibility - through project allocation, recognition practices and access to high-impact work.

Progression favours the visible - leaders control who gets seen.



Strengthening Fairness and Access to Opportunity

What the data signals:

Perceptions of fairness, equal opportunity and transparency shape how progression is experienced. Differences across groups indicate access to development and leadership opportunities is not always consistent.

Leadership focus:

Strengthen transparency in promotion decisions, monitor access to development opportunities, and ensure equitable progression pathways.

If opportunity is perceived as uneven, confidence and retention declines.



Supporting Sustainable Working and Retention Conditions

What the data signals:

Workload, flexibility and work-life balance are consistent drivers of retention and career decisions. Sustainable working practices shape both day-to-day experience and long-term engagement.

Leadership focus:

Embed flexible working practices, actively manage workload expectations and design roles that support sustainable careers.

Overwork may deliver today - but it undermines tomorrow's pipeline.



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WORKPLACE EXPERIENCE, INCLUSION AND BEHAVIOURAL RISK

Workplace Experience and Inclusion

This section examines how workplace experience and inclusion are felt across the profession

While many members report a positive working environment, the data highlights important differences in experience across groups, with direct implications for psychological safety, engagement and retention.

Experience of inclusion is not consistent

A higher proportion of women report experiencing marginalisation in the past 12 months, with 20% of women compared to 11% of men indicating that they have felt marginalised. This suggests that a meaningful segment of the profession encounters barriers to full participation at work.

Drivers of marginalisation differ across groups

For women, marginalisation is most commonly linked to gender (45%), age (15%) and additional caring responsibilities (12%).

For men, marginalisation is reported less frequently and is less strongly associated with a single factor. These differences indicate that inclusion challenges are not uniform and are shaped by lived experience rather than policy alone.

Inclusion is experienced through everyday behaviour, not formal intent

The findings highlight that workplace experience is shaped not only by organisational policies, but by how inclusion is enacted day to day. Where individuals feel excluded, overlooked or less able to contribute fully, confidence, progression and long-term retention are affected.

While inclusion is broadly positive across the profession, uneven experience across groups represents a cultural and organisational risk. Addressing these gaps is important to ensuring that all members are able to contribute fully, progress equitably and remain engaged over time.



Workplace Behaviour, Misconduct and Organisational Risk

This section examines how workplace behaviour is experienced across the profession and the implications for organisational risk

While many members report positive day-to-day interactions, the findings highlight the presence of behaviours that undermine psychological safety, trust and confidence in leadership response.

Exposure to misconduct is uneven

Women report significantly higher levels of exposure to workplace misconduct than men. One in three women (30%) report experiencing bullying or harassment, compared with 14% of men. Women are also more likely to report unfair treatment or discrimination (21% compared with 12% of men). These patterns indicate that behavioural risk is not experienced uniformly across the workforce.

The nature of misconduct differs by experience

Women are more likely to report bullying, harassment and unfair treatment linked to promotion or gender-related issues.

Men are more likely to report concerns relating to management practices and day-to-day workplace interactions. This suggests that misconduct manifests in different ways and affects confidence, progression and engagement differently across groups.

Manager response is a critical control point

A consistent theme across member feedback is lack of intervention when issues arise. Situations where inappropriate behaviour is observed but not addressed, or where concerns are raised without follow-through, weaken trust and increase exposure to cultural and organisational risk.

Where workplace behaviour is not addressed promptly and consistently, psychological safety and confidence in leadership decline. Over time, this increases retention risk, undermines professional standards and exposes organisations to broader cultural and operational risk.

Leadership Focus: Manager Response and Accountability

- Set clear expectations that inappropriate behaviour must be addressed consistently and promptly
- Equip managers with the capability and confidence to intervene early and handle issues appropriately
- Establish clear escalation pathways and ensure follow-through on reported concerns
- Monitor patterns of behaviour and response to ensure consistency across teams
- Reinforce accountability for manager action as part of performance expectations



Behavioural risk escalates not when issues occur, but when they are not addressed

Event and Networking Inclusion by Career Stage

Networking access plays a significant role in visibility and progression

Professional events and networking opportunities are a key mechanism for building relationships, visibility and career opportunities. However, the data indicates that access to these opportunities is not experienced consistently across the profession.

Barriers to participation are evident

One in five members (20%) report that event timing makes participation difficult. A higher proportion of women report feeling excluded from networking opportunities (one in three women compared to one in five men), and four in ten members believe that current events limit their career opportunities. This suggests that existing formats may unintentionally create barriers for some groups.

Access differs by career stage

Early-career professionals (Gen Z and Millennials) are more likely to report challenges accessing networking opportunities, with timing, cost and format creating barriers to participation. Mid-career professionals (Gen X) also report constraints, particularly in balancing work and personal responsibilities. Later-career professionals (Baby Boomers) report fewer barriers, reflecting greater flexibility and established networks.

Uneven access reinforces progression gaps

Across career stages, a consistent pattern emerges: where individuals are less able to attend networking events, they are also more likely to report reduced visibility and limited access to career opportunities. This indicates that networking is not a neutral activity - differences in access can translate directly into differences in progression and long-term opportunity.

Leadership Focus

- Design networking opportunities that are accessible across career stages, locations and personal circumstances
- Schedule events within working hours and provide sufficient advance notice to enable participation
- Broaden formats beyond traditional sports or alcohol-centred activities
- Improve geographic accessibility beyond Dublin-centric locations
- Treat networking access as a progression and visibility issue, not a social add-on

Where networking access is uneven, opportunity and progression are uneven too.





Chartered property,
land and construction
surveyors



LEADERSHIP PERSPECTIVE ON THE FINDINGS

What This Benchmark Is Asking of Leaders

This benchmark presents a clear and evidence-based view of workplace culture across the profession. While many headline indicators appear positive, the data also show uneven experience across roles, career stages and demographic groups. These differences are not always visible at senior level - but they carry real implications for talent, trust, performance and long-term sustainability.

For leaders, the message is not simply to acknowledge the findings, but to engage with what sits beneath the averages. Strong culture outcomes at organisational level do not guarantee consistent experience across teams. Leadership attention - or the absence of it - is often the determining factor.

This benchmark asks leaders to:

- look beyond overall scores and ask who is thriving, who is not, and why
- recognise culture risk as a leadership and governance issue, not a peripheral concern
- use this evidence as a prompt for reflection, dialogue and action within their organisations

The responsibility for workplace culture ultimately sits with employers and leadership teams. This report is intended as a resource to support that responsibility - offering insight, challenge and a shared evidence base from which leaders can act.



Strong culture scores do not guarantee consistent experience - leadership attention is what closes that gap."

LEADERSHIP PERSPECTIVE

CEO and Manager Roundtable Workshops

To ensure the findings reflected real leadership experience, SCSI convened CEO and Manager roundtables to sense-check the data and assess whether the patterns identified were systemic across the profession.

Four consistent themes emerged:



Theme 1: **Manager capability as a pressure point**

Manager capability emerged as a key pressure point, with leaders highlighting that day-to-day management behaviour has a disproportionate impact on culture, wellbeing and retention.



Theme 2: **Culture shaped by behaviour, not policy**

Leaders consistently noted that workplace culture is shaped more by everyday leadership behaviour than by formal policies or frameworks.



Theme 3: **Workload and sustainability risks**

Workload intensity and sustainability were highlighted as growing risks, with leaders recognising their impact on wellbeing, performance and long-term talent retention.



Theme 4: **Access to opportunity is uneven**

Access to opportunity, visibility and progression was seen as uneven, with implications for fairness, progression and future talent pipelines across the profession.

These discussions confirmed that the issues highlighted in the data are not one-off or organisation-specific, but reflect common challenges experienced across the profession.

SCSI Commitment

This benchmark marks a starting point for sustained engagement on workplace culture. SCSI is committing to the following actions to support leadership focus, shared learning and long-term improvement across the profession.

SCSI Commits To

1. Continuing to build the evidence base

SCSI will continue to support regular culture benchmarking to track progress over time, strengthen the dataset and deepen understanding of emerging risks and trends across the profession.

2. Sharing insight and promoting informed dialogue

SCSI will use its platforms - including member communications, events and forums - to share insights from the data, encourage informed discussion and support collective learning across the sector.

3. Supporting leadership and management capability

Recognising the central role of leadership and management in shaping workplace culture, SCSI will explore opportunities to support members through guidance, learning initiatives and leadership focused engagement informed by the findings of this benchmark.

4. Encouraging good practice

SCSI will continue to highlight examples of effective practice and evidence based approaches that support positive workplace culture, while recognising that implementation must reflect the size, structure and context of individual organisations.

5. Acting as a trusted convener for the profession

SCSI will continue to bring together members, employers and stakeholders to reflect on the findings, explore shared challenges and identify opportunities for collective action that support professionalism, sustainability and public trust.

6. Maintaining clarity of role and responsibility

SCSI's role is to inform, enable and support the profession. Responsibility for workplace policies, employment practices and organisational culture remains with individual employers.

What happens next?

Over the next two years, SCSI will:

- **repeat workplace culture data capture** to track change and emerging risks over time
- **publish progress-focused insights** to support informed discussion across the profession
- **continue to convene CEO and manager roundtables**, creating space for leadership reflection, shared learning and engagement with the evidence

SCSI will also explore how existing initiatives and learning programmes can be more closely aligned with the themes emerging from this benchmark, including the development of targeted CPD to support leadership and management capability across the profession.

SCSI Initiatives Supporting Inclusion, Ethics and Workplace Culture

Women's leadership & progression

SCSI's Elevate Programme creating leadership development and recognition of role models.

Inclusion & diversity across the profession

Inclusion-focused CPD, events, Pride and IWD activity and early-pipeline engagement.

Supporting international access to the profession

Guidance and assessment pathways for EU and non-EU applicants seeking Chartered membership and entry to Ireland's statutory register.

Ethical behaviour & professional standards

Mandatory codes of conduct, ethics education, CPD and independent regulation.

Alternative dispute resolution pupillage scheme

Offers practical experience in dispute resolution, supporting professional growth, ethical standards, inclusion, and leadership within the profession.

Workplace culture & leadership insight

Sector-wide workplace culture research, benchmarking and leadership roundtables.

Values-led organisational practice

Internal focus on wellbeing, inclusion and community engagement to reinforce credibility. **SCSI's values** - integrity, respect, accountability and unity are embedded throughout its internal practices.





“A strong culture sits at the heart of every successful business. When culture is measured, it becomes a driver of performance. What gets measured gets improved. That is why SCSI’s commitment to this work with inclusio is critical.”

Aoife Brennan (FSCSI FRICS)

CEO,
Lisney





“SCSI has played an important leadership role in bringing this work forward. By convening leaders and providing a shared evidence base, the benchmark supports more constructive and informed conversations about workplace culture across the profession.”

Jan Glynn

Head of HR,
PJ Hegarty





“The findings strike the right balance. They recognise what is working well across firms, while also challenging leaders to pay closer attention to how culture is experienced at different levels and career stages.”

Jeremiah Biala (MSCSI MRICS)

Head of Department: Property,
Measurement and Consulting (IRL),
Murphy Geospatial





“Something that’s very dear to my heart is the role Leadership plays in driving us forward. One of things that really resonated with me is the role of leadership and the importance of follow-through. Culture isn’t transformed by intent alone, it’s shaped by the everyday decisions leaders make about priorities, expectations and how people are supported. In realistic, practical terms consistency is not a ‘nice to have’, it’s the foundation of a healthy, high-performing profession.”

Alan Reilly

Linesight
Associate Director,
EMEA Talent Management





“SCSI recognises that women in the profession experience distinct and measurable barriers across psychological safety, progression, visibility and workplace behaviour. As the member body, we commit to taking a leadership role in addressing these systemic issues - by strengthening manager capability, improving access to opportunity, and building clear pathways for women into senior leadership. This benchmark marks the beginning of a long-term programme of support, partnership and accountability across the profession.”

Emer Byrne MSc FSCSI FRICS

Lecturer Real Estate,
Valuations and Sustainability;
Technological University Dublin



Report Publication

This report presents the first culture and workforce benchmark of the profession, developed in partnership with inclusio. Drawing on data from across the membership, it provides an evidence-based view of workforce composition, career experience and the cultural dynamics shaping the sector.

Using a behavioural science approach, the analysis identifies key drivers of progression, engagement and retention, while highlighting areas of risk and variability in experience.

As a baseline for the profession, the benchmark enables progress to be tracked over time and supports more informed, data-driven decision-making to strengthen workforce sustainability in the years ahead.

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Lead Author: Sandra Healy, inclusio & Gwen Wilson, SCSI



About inclusio

inclusio is a behavioural science platform that measures and tracks workforce culture, experience and risk across organisations and sectors.

Using a scientifically validated model, inclusio captures direct, confidential input from employees, providing an accurate view of how culture is experienced across key drivers including leadership, psychological safety, trust, wellbeing and team dynamics.

The platform combines demographic data with culture performance indicators to provide organisations with a clear, evidence-based view of where risks and opportunities exist. This enables leaders to move beyond assumptions and manage culture with the same rigour as financial and operational performance.

inclusio supports organisations to:

- Identify retention and engagement risks early
- Understand differences in experience across workforce groups
- Strengthen leadership effectiveness and Manager capability
- Track progress over time through longitudinal data
- Benchmark performance against sector and global datasets

Through this partnership with SCSI, inclusio provides the foundation for establishing a sector-wide baseline and supporting organisations to strengthen workforce sustainability, performance and long-term value creation.

