

Salary & Hiring Guide 2026/27





Founder's Note.

The walls between disciplines have come down and most org-charts have yet to notice.

In our Salary & Hiring Guide last year, I wrote about a market in recalibration. At times cautious, purposeful, quietly rebuilding.

What I hadn't anticipated was the speed with which that recalibration would reveal something deeper: that the way we've traditionally organised teams, defined roles, and drawn boundaries between disciplines has been quietly unravelling for years.

For most of the past decade, the worlds of digital, tech, product, platform, marketing and creative operated in adjacent lanes.

Whilst they often influenced each other, they generally had separate org-charts, separate career paths, separate vocabularies, and very distinct hiring processes.

There was no need for a product leader to understand campaign strategy. A brand lead didn't need a firm grasp of data architecture. And even though a Creative Director and a CX Director could work in the same building, their roles rarely intersected.

We believe that model is finished.

In a single year, generalist marketing roles fell from 69% to 52% of team compositions, while budget constraints hit 59% of CMOs simultaneously. Teams are expected to do more with less, across more disciplines.

Source: CMO Alliance Insights Report 2025 / Gartner CMO Spend Survey 2025

No particular technology or trend has brought about this change. It is, in essence, a convergence of several things simultaneously.

AI has made technical capability accessible to non-technical practitioners and creative thinking available to data teams.

Customer experience as a discipline has forced marketing, product and technology to share ownership of outcomes rather than inputs.

And the economic pressure of the last two years has stripped away the organisational redundancy that allowed siloed functions to quietly co-exist without ever truly integrating.

The result is a talent market that is more complex than it has ever been, and a hiring landscape where the old playbook consistently produces the wrong shortlist.

This is a market that's far more nuanced than headlines suggest and much more dynamic than most job descriptions acknowledge. The numbers that follow are as current as we can make them. It's the context around them that actually helps you make decisions.

Cam McKay Founder, Impala Talent





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A high-angle photograph of a person with dark skin and curly hair, wearing a dark blue t-shirt and light green pants, sitting on a light-colored modular sofa. They are leaning forward, typing on a silver laptop that sits on a white circular coffee table. A black backpack and a smartphone are also on the sofa. The room has wooden floors and a large window in the background.

Who's in demand right now.

The briefs we find most interesting at Impala, are also the most difficult to fill. The search for a genuine hybrid operator. Someone who has built real depth in a primary discipline and can operate credibly, not just conversationally, across all the functions that discipline touches.

The Marketing Engineer who can write automation logic and build a customer journey strategy. The Creative Strategist who can read performance data and direct a campaign. A product leader who understands lifecycle economics and platform architecture. Or a CX Director who can brief a designer, challenge a data scientist, and present to a CFO without changing register.

These people aren't unicorns. They exist, and they are out there, but they move on their terms and know exactly what they're worth.

This is the T-shaped talent the industry has been talking about for years, but with higher stakes than ever before. Broad fluency across adjacent disciplines is no longer a nice to have. It's an operational requirement.

The teams that perform best right now are the ones built around people who can move across functional lines without losing their footing. Because cross-functional is no longer a value, it's a fact of life.

Dual-function marketing roles surged 20.3% in 2024. Job listings combining 'data analytics' with 'marketing automation' grew more than 40% year-on-year. The hybrid operator is no longer a wish-list item - it's the most-posted profile.

Source: Taligence/Aspen Technology Labs 2024 Year-End Marketing Jobs Report; LinkedIn 2025 Future of Work Report

A little about this guide.

This salary guide reflects a two-person team built on the principle of cross functionality. Jane brings deep expertise across marketing, advertising, creative, account service and communications. Cam covers digital, product, martech and CX.

Our disciplines may be distinct, but our philosophy is shared: the most valuable talent right now lives at the intersection, not centre, of traditional functions. Together we cover more ground than our guide has ever covered before.

Every section of this guide is written with an eye on those connections, because in 2026 that is how the work actually happens.





A few things
worth noting
before
you read on.

The
permanent
market has
come back
and salary
expectations
are up.

After two years of contract-focused hiring, we're seeing a return to permanent appetite at the senior end. Unfortunately many organisations are trying to hire permanent capability at pre-contraction rates.

The market has moved and briefs that are sitting open for long periods are generally those where the band has not been updated to reflect current reality.

Temp contracts
made up 33% of our
placements in 2026
with the most
significant demand in
Martech & Creative.

AI fluency is now the floor, not the ceiling.

The practitioners gaining ground are those who've built AI into their workflows without letting it replace their judgment. The market is pricing this talent very well.

The talent losing ground are those who either resisted entirely or adopted AI uncritically.

In the middle are people who are technically comfortable with AI tools but can't yet direct or evaluate AI-assisted work strategically. This area is where the most uncertainty lives, and where you'll find the widest spread in compensation.

Junior roles are under genuine structural pressure.

Volume-output roles that once formed the base of career pyramids in digital, content and creative are currently absorbing the most disruption. This does not appear to be across the board and should stabilise over time.

Entry-level pathways are becoming narrower in some disciplines even as senior demand strengthens.

This may not become a permanent reconfiguration, but it's definitely worth designing for, as it will cause problems for the whole market in five to ten years, when options become limited.

The advertised band and the real offer are often different things.

This guide is built from actual briefs, live negotiations, real conversations and placed roles. Use the salary bands here as anchors. If a number surprises you, talk to us before you post the ad.

To the candidates reading this:

The market rewards people who've invested in genuine range without losing their depth.

Our advice is to identify the two disciplines that border yours and get operationally fluent in both of them.

Not expert. Fluent. Because the people doing that work right now are the ones with the most interesting conversations in their inboxes.





Digital & Martech

The infrastructure era has well and truly arrived.

For years martech was the function marketing organisations claimed to prioritise, yet rarely resourced properly.

The platforms were bought but the implementations stalled. Whilst the gap between the promise of the stack and the reality of its performance kept on growing. That gap has now become too important to ignore.

The average enterprise Martech environment often has dozens of tools, many running in parallel, few of them integrated, and fewer still delivering any sort of measurable lift.

A wave of consolidation has resulted in a new category of talent demand: senior practitioners who can audit, rationalise and rebuild a stack with strategic intent rather than vendor inertia.

At the same time, the operational layer beneath that strategy work is being rebuilt around AI-native workflows.

Lifecycle marketing has evolved from campaign scheduling and basic segmentation into something genuinely closer to continuous personalisation. The sort of people who can operate at that level of sophistication are in genuine short supply.

The Australian martech market was valued at approximately \$14 billion and is forecast to grow at a massive 23.2% CAGR. However, the landscape is defined by underutilisation, with only 19% of Australian brands reporting strong tech stack utilisation, whilst almost half struggle to show meaningful ROI.

The rise of the Marketing Engineer.

The practitioner who sits at the intersection of technical implementation and marketing strategy is much sought after.

Someone who can write logic, configure data pipelines, build automation flows, and translate commercial intent into platform behaviour.

This person is neither a developer nor a traditional campaign manager. This special someone is a genuine in-between and currently commands a salary that reflects just how scarce that profile actually is.

Revenue Operations was once a start-up concept that has evolved into an established function across many mid-market and enterprise orgs.

The Rev Ops leader who can align sales, marketing and customer success around a unified data model, and influence the technology decisions that underpin it, has become one of the highest-leverage hires a scaling business can make. You should expect to pay for it accordingly.

Loyalty is back on the agenda.

As customer data platforms mature and brands focus more closely on customer lifetime value, loyalty is shifting from a marketing tactic to a strategic capability.

That shift is creating demand for practitioners who understand both the technology behind modern loyalty programs and the psychology that turns occasional customers into loyal ones.



Loyalty, Lifecycle & CRM

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$65K – \$80K
	Midweight	\$80K – \$105K
	Senior	\$105K – \$125K
	Manager	\$115K – \$145K
	Head Of	\$155K – \$205K
Mid-sized (\$10m–\$50m)	C Suite	\$200K – \$290K
	Junior	\$70K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$115K – \$135K
	Manager	\$120K – \$155K
Large (\$50m+)	Head Of	\$165K – \$225K
	C Suite	\$215K – \$315K
	Junior	\$75K – \$90K
	Midweight	\$95K – \$120K
	Senior	\$120K – \$150K
	Manager	\$130K – \$170K
	Head of	\$180K – \$245K
	C Suite	\$235K – \$340K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$65K – \$80K
	Midweight	\$85K – \$110K
	Senior	\$110K – \$130K
	Manager	\$120K – \$150K
	Head Of	\$160K – \$215K
Mid-sized (\$10m–\$30m)	C Suite	\$205K – \$300K
	Junior	\$70K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$115K – \$140K
	Manager	\$125K – \$160K
Large (\$30m–\$100m+)	Head Of	\$170K – \$230K
	C Suite	\$220K – \$320K
	Junior	\$75K – \$95K
	Midweight	\$100K – \$125K
	Senior	\$125K – \$155K
	Manager	\$140K – \$175K
	Head of	\$185K – \$255K
	C Suite	\$240K – \$350K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$90K – \$110K
	Manager	\$100K – \$125K
	Head of	\$135K – \$180K
\$1m–\$10m (Early-stage)	C Suite	\$170K – \$250K
	Junior	\$60K – \$75K
	Midweight	\$80K – \$100K
	Senior	\$100K – \$125K
	Manager	\$110K – \$140K
\$10m–\$50m (Growth-stage)	Head of	\$150K–\$200K
	C Suite	\$195K–\$280K
	Junior	\$70K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$115K – \$140K
\$50m+ (Maturity/Scale)	Manager	\$125K – \$160K
	Head of	\$170K – \$230K
	C Suite	\$220K – \$320K
	Junior	\$80K–\$95K
	Midweight	\$100K–\$130K
	Senior	\$130K–\$155K
	Manager	\$140K–\$180K
	Head of	\$190K–\$260K
	C Suite	\$245K–\$360K

7 All quoted salaries are in Australian dollars and exclusive of Superannuation





Growth & Performance Marketing

The channel mix has been permanently repriced.

Performance marketing is one of the few disciplines where changes in digital platforms translate quickly into clear, quantifiable shifts.

When iOS 14 introduced Apple's App Tracking Transparency (ATT) framework in 2021, it fundamentally disrupted how advertisers could track users and measure performance across apps and websites. It quickly became one of the most talked-about changes in the industry for years.

What's followed since has been quieter but equally consequential: the slow maturation of privacy-first measurement approaches, the rise of AI-optimised bidding as a default rather than a feature, and a gradual redistribution of budget toward channels where intent signals are stronger and more durable.

Search, retail media, and connected TV have all taken share from traditional programmatic. The practitioners who are well versed in this redistribution, and can rebalance a media mix with evidence rather than habit, are the ones worth their weight in gold.

Retail media ad spend in Australia is forecast to reach approximately \$2.3 billion in 2026, marking a 19.5% year-over-year increase. It currently stands as the fastest-growing advertising channel in the country and is on track to surpass total TV advertising revenue by 2028.

Source - B&T

The new(ish) kid on the block.

The Creative Strategist has emerged as one of the genuinely new roles in this space. Neither a rebadged Art Director, or performance analyst familiar with Canva, this is a practitioner who operates at the intersection of paid social creative and performance data.

This in demand operator can read creative fatigue signals, construct test frameworks, brief and direct creative production, and draw the line between what performed and why. It would be an understatement to say that talent demand is outpacing supply, and as you would expect, compensation reflects this.

Building a first-party advantage.

First-party data strategy is the next axis of competitive advantage in performance marketing. The teams building durable capability in audience construction, data clean-rooms, and measurement frameworks that don't depend on third-party identifiers will have a structural edge. We recommend hiring for that capability now, before it becomes a table stakes role.



Growth & Performance Marketing

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$70K – \$85K
	Midweight	\$85K – \$110K
	Senior	\$105K – \$135K
	Manager	\$115K – \$150K
	Head of	\$150K – \$220K
Mid-sized (\$10m–\$50m)	C Suite	\$210K – \$330K
	Junior	\$75K – \$95K
	Midweight	\$95K – \$120K
	Senior	\$115K – \$145K
	Manager	\$125K – \$165K
Large (\$50m+)	Head of	\$165K – \$235K
	C Suite	\$225K – \$360K
	Junior	\$85K – \$100K
	Midweight	\$100K – \$130K
	Senior	\$120K – \$155K
	Manager	\$135K – \$180K
	Head of	\$180K – \$255K
	C Suite	\$245K – \$390K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$70K – \$85K
	Midweight	\$85K – \$110K
	Senior	\$105K – \$130K
	Manager	\$115K – \$150K
	Head of	\$150K – \$215K
Mid-sized (\$10m–\$50m)	C Suite	\$205K – \$330K
	Junior	\$75K – \$90K
	Midweight	\$90K – \$115K
	Senior	\$110K – \$140K
	Manager	\$120K – \$160K
Large (\$50m+)	Head of	\$160K – \$230K
	C Suite	\$220K – \$350K
	Junior	\$80K – \$100K
	Midweight	\$100K – \$125K
	Senior	\$120K – \$155K
	Manager	\$130K – \$175K
	Head of	\$175K – \$255K
	C Suite	\$240K – \$385K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$60K – \$75K
	Midweight	\$70K – \$90K
	Senior	\$90K – \$110K
	Manager	\$95K – \$130K
	Head of	\$130K – \$185K
\$1m–\$10m (Early-stage)	C Suite	\$175K – \$280K
	Junior	\$70K – \$85K
	Midweight	\$80K – \$105K
	Senior	\$100K – \$125K
	Manager	\$110K – \$145K
\$50m+ (Maturity/Scale)	Head of	\$145K – \$210K
	C Suite	\$200K – \$315K
	Junior	\$75K – \$95K
	Midweight	\$95K – \$120K
	Senior	\$115K – \$145K
\$50m+ (Maturity/Scale)	Manager	\$125K – \$165K
	Head of	\$165K – \$235K
	C Suite	\$225K – \$360K
	Junior	\$85K – \$105K
	Midweight	\$105K – \$135K
\$50m+ (Maturity/Scale)	Senior	\$125K – \$160K
	Manager	\$140K – \$185K
	Head of	\$185K – \$265K
	C Suite	\$255K – \$405K

8 All quoted salaries are in Australian dollars and exclusive of Superannuation





Data & Insights.

Data's getting serious now.

For much of the past decade, the data function has been primarily defined by expansion: more tools, more roles, more dashboards, and more promises.

However today's business leaders are questioning what all that investment is actually delivering. The result is a sharper focus on the function's purpose and the value it's expected to create.

Jobs & Skills
Australia projects that employment in digital and data-related fields will increase significantly by 2030, with employers citing low supply and intense competition for experienced talent.

Marketing Data Scientists occupy a genuinely privileged position right now. Practitioners that can build attribution models, design experimentation frameworks, and translate statistical output into commercial decisions are in short supply across almost every sector.

Talent is being increasingly hired out of marketing functions into commercial and strategy teams, which is expanding the opportunity set but also creating succession gaps.

AI has reshaped the entry point.

The impact of AI has reshaped the entry point for data work more dramatically than almost any other function.

Many of the analytical tasks that once required dedicated headcount, such as reporting and segmentation, can now be partially automated. This isn't reducing the value of data expertise however. It's raising the floor.

Organisations expect more from data teams with the exact same or possibly smaller headcount, which means the premium on genuine analytical depth has increased even as the market for junior data roles has declined.

The new infrastructure advantage.

Measurement and experimentation infrastructure is looming as the next frontier. As third-party signals weaken and AI-generated content floods organic channels, the organisations that can build reliable causal inference capability in-house will have a durable competitive advantage. This is an area where the talent pool is small and expensive, but one that should be invested in.



Data & Insights

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$70K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$110K – \$145K
	Manager	\$130K – \$160K
	Head of	\$155K – \$220K
Mid-sized (\$10m–\$50m)	C Suite	\$200K – \$315K
	Junior	\$75K – \$95K
	Midweight	\$100K – \$125K
	Senior	\$120K – \$155K
	Manager	\$140K – \$175K
Large (\$50m+)	Head of	\$170K – \$240K
	C Suite	\$220K – \$340K
	Junior	\$80K – \$105K
	Midweight	\$110K – \$135K
	Senior	\$130K – \$165K
	Manager	\$150K – \$190K
	Head of	\$185K – \$260K
	C Suite	\$240K – \$365K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$70K – \$90K
	Midweight	\$95K – \$120K
	Senior	\$115K – \$145K
	Manager	\$130K – \$165K
	Head of	\$160K – \$225K
Mid-sized (\$10m–\$30m)	C Suite	\$205K – \$320K
	Junior	\$75K – \$95K
	Midweight	\$100K – \$125K
	Senior	\$120K – \$155K
	Manager	\$140K – \$175K
Large (\$30m–\$100m+)	Head of	\$170K – \$240K
	C Suite	\$220K – \$340K
	Junior	\$80K – \$105K
	Midweight	\$110K – \$140K
	Senior	\$130K – \$170K
	Manager	\$155K – \$195K
	Head of	\$185K – \$265K
	C Suite	\$240K – \$375K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$60K – \$75K
	Midweight	\$80K – \$100K
	Senior	\$95K – \$125K
	Manager	\$110K – \$140K
	Head of	\$135K – \$190K
\$1m–\$10m (Early-stage)	C Suite	\$175K – \$270K
	Junior	\$65K – \$85K
	Midweight	\$90K – \$110K
	Senior	\$110K – \$140K
	Manager	\$125K – \$155K
\$50m+ (Maturity/Scale)	Head of	\$155K – \$215K
	C Suite	\$195K – \$305K
	Junior	\$75K – \$95K
	Midweight	\$100K – \$130K
	Senior	\$120K – \$160K
\$50m+ (Maturity/Scale)	Manager	\$145K – \$180K
	Head of	\$175K – \$245K
	C Suite	\$225K – \$345K
	Junior	\$85K – \$110K
	Midweight	\$115K – \$145K
\$50m+ (Maturity/Scale)	Senior	\$135K – \$175K
	Manager	\$160K – \$200K
	Head of	\$195K – \$275K
	C Suite	\$250K – \$390K





Product - Design, Management & Engineering.

The role of product redefined.

Over the last five years the remit of product has been expanded, absorbing design, blurring into engineering and staking its place in the strategic agenda.

Product Management today is infinitely more specific about what it actually is, whilst organisations are becoming more informed about where it starts and stops.

We're currently seeing the emergence of Platform Management as a genuinely distinct discipline from Product Management. That distinction has yet to be accurately priced by organisations.

Whereas a Product Manager typically owns a user-facing outcome, a Platform Manager owns an internal or foundational system. This type of infrastructure-layer work is often invisible when done well and close to catastrophic when it isn't.

Relative to their business impact, these roles are often under-levelled and underpaid.

Platform Manager roles in Australia are surging, driven by massive investments in cloud infrastructure and

enterprise digitisation. Industry projections highlight up to a 13.9% employment growth for digital workers by 2030, with the Digital Experience Platform (DXP) market alone expanding at a 15.1%

Source - CAGR

Design. It's complicated.

Design as a field has a complicated relationship with product. In smaller organisations, UX and product roles are increasingly unified, with a single practitioner owning both discovery and interface.

In larger ones it is generally the opposite. Here, design is becoming more specialised, with distinct tracks for Research, Service Design, Systems Design, and Visual/UI work.

Neither approach is wrong. They're both responses to the underlying reality that good design requires both generalist range and specialist depth. Unfortunately, many organisations have yet to work out which approach best suits their needs.

A matter of taste.

AI tools have compressed the production layer of design work significantly, particularly in the creation of wireframes, asset generation, copy variants, and prototyping.

That compression is very real. It's also affecting junior-level demand. What it hasn't compressed is the judgment layer.

Judgment and taste are more valuable than they've ever been. The ability to properly define a design problem, build a research frame around real user behaviour, and make the thousand small calls that determine whether a product feels coherent or fractured is invaluable.

AI Product Management.

We envisage a meaningful shift in this space, with the rise of AI Product Management as a formalised discipline.

Beyond those organisations building AI products, there's growing demand for product practitioners who can embed AI capability into existing product surfaces.

These practitioners understand not just what to build, but how AI behaviour changes the design contract with users. As you can imagine, early movers in this area will command significant salary premiums.



Product & Platform Management

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$65K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$115K – \$140K
	Manager	\$125K – \$155K
	Head of	\$160K – \$195K
Mid-sized (\$10m–\$50m)	C Suite	\$210K – \$275K
	Junior	\$70K – \$90K
	Midweight	\$100K – \$125K
	Senior	\$125K – \$150K
	Manager	\$140K – \$170K
Large (\$50m+)	Head of	\$175K – \$215K
	C Suite	\$230K – \$320K
	Junior	\$75K – \$95K
	Midweight	\$110K – \$135K
	Senior	\$135K – \$165K
	Manager	\$150K – \$185K
	Head of	\$190K – \$230K
	C Suite	\$245K – \$350K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$70K – \$90K
	Midweight	\$95K – \$120K
	Senior	\$120K – \$145K
	Manager	\$135K – \$165K
	Head of	\$170K – \$205K
Mid-sized (\$10m–\$30m)	C Suite	\$220K – \$330K
	Junior	\$75K – \$95K
	Midweight	\$105K – \$125K
	Senior	\$125K – \$155K
	Manager	\$140K – \$175K
Large (\$30m–\$100m+)	Head of	\$180K – \$220K
	C Suite	\$235K – \$355K
	Junior	\$80K – \$100K
	Midweight	\$115K – \$140K
	Senior	\$140K – \$170K
	Manager	\$155K – \$200K
	Head of	\$200K – \$275K
	C Suite	\$260K – \$390K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$60K – \$75K
	Midweight	\$85K – \$105K
	Senior	\$105K – \$130K
	Manager	\$120K – \$145K
	Head of	\$150K – \$185K
\$1m–\$10m (Early-stage)	C Suite	\$195K – \$290K
	Junior	\$70K – \$85K
	Midweight	\$95K – \$120K
	Senior	\$120K – \$145K
	Manager	\$135K – \$165K
\$10m–\$50m (Growth-stage)	Head of	\$170K – \$205K
	C Suite	\$220K – \$330K
	Junior	\$80K – \$100K
	Midweight	\$110K – \$135K
	Senior	\$135K – \$165K
\$50m+ (Maturity/Scale)	Manager	\$150K – \$185K
	Head of	\$190K – \$235K
	C Suite	\$250K – \$375K
	Junior	\$85K – \$110K
	Midweight	\$120K – \$150K
	Senior	\$150K – \$185K
	Manager	\$170K – \$210K
	Head of	\$215K – \$275K
	C Suite	\$280K – \$420K



Product Design

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$65K – \$80K
	Midweight	\$85K – \$105K
	Senior	\$110K – \$140K
	Manager	\$140K – \$170K
	Head of	\$165K – \$215K
Mid-sized (\$10m–\$50m)	C Suite	\$200K – \$250K
	Junior	\$70K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$120K – \$150K
	Manager	\$150K – \$185K
Large (\$50m+)	Head of	\$180K – \$235K
	C Suite	\$220K – \$315K
	Junior	\$70K – \$90K
	Midweight	\$95K – \$125K
	Senior	\$130K – \$160K
	Manager	\$160K – \$200K
	Head of	\$195K – \$255K
	C Suite	\$235K – \$350K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$65K – \$80K
	Midweight	\$85K – \$105K
	Senior	\$110K – \$140K
	Manager	\$140K – \$170K
	Head of	\$165K – \$215K
Mid-sized (\$10m–\$30m)	C Suite	\$200K – \$315K
	Junior	\$70K – \$85K
	Midweight	\$90K – \$115K
	Senior	\$120K – \$145K
	Manager	\$145K – \$180K
Large (\$30m–\$100m+)	Head of	\$175K – \$230K
	C Suite	\$215K – \$335K
	Junior	\$75K – \$90K
	Midweight	\$95K – \$125K
	Senior	\$130K – \$160K
	Manager	\$160K – \$180K
	Head of	\$190K – \$255K
	C Suite	\$235K – \$370K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$70K
	Midweight	\$75K – \$95K
	Senior	\$100K – \$125K
	Manager	\$125K – \$150K
	Head of	\$145K – \$190K
\$1m–\$10m (Early-stage)	C Suite	\$180K – \$275K
	Junior	\$65K – \$80K
	Midweight	\$85K – \$105K
	Senior	\$110K – \$140K
	Manager	\$140K – \$170K
\$10m–\$50m (Growth-stage)	Head of	\$165K – \$215K
	C Suite	\$200K – \$300K
	Junior	\$75K – \$90K
	Midweight	\$95K – \$120K
	Senior	\$125K – \$160K
\$50m+ (Maturity/Scale)	Manager	\$160K – \$195K
	Head of	\$185K – \$245K
	C Suite	\$230K – \$355K
	Junior	\$80K – \$110K
	Midweight	\$105K – \$135K
	Senior	\$140K – \$175K
	Manager	\$175K – \$220K
	Head of	\$210K – \$275K
	C Suite	\$255K – \$405K



Customer Success / Rev Ops

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$55K – \$70K
	Midweight	\$80K – \$100K
	Senior	\$100K – \$125K
	Manager	\$120K – \$150K
	Head of	\$150K – \$200K
Mid-sized (\$10m–\$50m)	C Suite	\$195K – \$305K
	Junior	\$60K – \$75K
	Midweight	\$85K – \$110K
	Senior	\$110K – \$140K
	Manager	\$130K – \$160K
Large (\$50m+)	Head of	\$160K – \$215K
	C Suite	\$210K – \$330K
	Junior	\$65K – \$80K
	Midweight	\$90K – \$120K
	Senior	\$120K – \$150K
	Manager	\$140K – \$175K
	Head of	\$175K – \$230K
	C Suite	\$225K – \$355K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$60K – \$75K
	Midweight	\$85K – \$105K
	Senior	\$105K – \$135K
	Manager	\$125K – \$155K
	Head of	\$155K – \$210K
Mid-sized (\$10m–\$30m)	C Suite	\$205K – \$320K
	Junior	\$65K – \$80K
	Midweight	\$90K – \$115K
	Senior	\$115K – \$140K
	Manager	\$130K – \$165K
Large (\$30m–\$100m+)	Head of	\$165K – \$220K
	C Suite	\$215K – \$340K
	Junior	\$70K – \$85K
	Midweight	\$95K – \$125K
	Senior	\$125K – \$155K
	Manager	\$145K – \$185K
	Head of	\$185K – \$245K
	C Suite	\$240K – \$375K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$70K
	Midweight	\$75K – \$95K
	Senior	\$95K – \$120K
	Manager	\$110K – \$140K
	Head of	\$140K – \$185K
\$1m–\$10m (Early-stage)	C Suite	\$180K – \$285K
	Junior	\$60K – \$75K
	Midweight	\$85K – \$105K
	Senior	\$105K – \$135K
	Manager	\$125K – \$155K
\$10m–\$50m (Growth-stage)	Head of	\$155K – \$210K
	C Suite	\$205K – \$320K
	Junior	\$70K – \$85K
	Midweight	\$95K – \$120K
	Senior	\$120K – \$150K
\$50m+ (Maturity/Scale)	Manager	\$140K – \$180K
	Head of	\$180K – \$240K
	C Suite	\$230K – \$365K
	Junior	\$75K – \$95K
	Midweight	\$105K – \$135K
	Senior	\$135K – \$170K
	Manager	\$160K – \$200K
	Head of	\$200K – \$265K
	C Suite	\$260K – \$405K



Software Engineering

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$85K – \$110K
	Midweight	\$110K – \$140K
	Senior	\$135K – \$175K
	Manager	\$165K – \$215K
	Head of	\$210K – \$260K
Mid-sized (\$10m–\$50m)	C Suite	\$245K – \$310K
	Junior	\$95K – \$120K
	Midweight	\$120K – \$155K
	Senior	\$150K – \$190K
	Manager	\$180K – \$230K
Large (\$50m+)	Head of	\$225K – \$315K
	C Suite	\$265K – \$445K
	Junior	\$100K – \$130K
	Midweight	\$130K – \$165K
	Senior	\$160K – \$205K
	Manager	\$195K – \$250K
	Head of	\$245K – \$340K
	C Suite	\$290K – \$480K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$85K – \$110K
	Midweight	\$110K – \$140K
	Senior	\$135K – \$175K
	Manager	\$165K – \$210K
	Head of	\$205K – \$285K
Mid-sized (\$10m–\$30m)	C Suite	\$245K – \$405K
	Junior	\$90K – \$115K
	Midweight	\$115K – \$150K
	Senior	\$140K – \$185K
	Manager	\$175K – \$225K
Large (\$30m–\$100m+)	Head of	\$220K – \$305K
	C Suite	\$260K – \$430K
	Junior	\$100K – \$125K
	Midweight	\$125K – \$165K
	Senior	\$160K – \$205K
	Manager	\$190K – \$245K
	Head of	\$245K – \$335K
	C Suite	\$285K – \$475K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$75K – \$100K
	Midweight	\$100K – \$130K
	Senior	\$125K – \$160K
	Manager	\$150K – \$195K
	Head of	\$190K – \$260K
\$1m–\$10m (Early-stage)	C Suite	\$220K – \$370K
	Junior	\$85K – \$110K
	Midweight	\$110K – \$145K
	Senior	\$140K – \$180K
	Manager	\$170K – \$215K
\$10m–\$50m (Growth-stage)	Head of	\$215K – \$295K
	C Suite	\$250K – \$420K
	Junior	\$100K – \$125K
	Midweight	\$125K – \$165K
	Senior	\$160K – \$205K
\$50m+ (Maturity/Scale)	Manager	\$190K – \$245K
	Head of	\$245K – \$335K
	C Suite	\$285K – \$475K
	Junior	\$110K – \$140K
	Midweight	\$140K – \$185K
	Senior	\$180K – \$230K
	Manager	\$215K – \$275K
	Head of	\$275K – \$375K
	C Suite	\$320K – \$530K





Transformation & Delivery

Transformation is being transformed.

There's been a significant shift in hiring for transformation over the last twelve months. It's become a fundamentally harder brief to deliver against, and it's changing the shape of talent organisations require.

Transformation is no longer simply focused on platforms and programs, but on what they're ultimately accountable for. The question of when a system will be live has now been replaced by 'when will customers feel a noticeable difference?'

The consumer brands we work with at Impala are mid-transformation in a very specific sense. They've invested heavily in tech, but are now grappling with the gap between what was implemented and what customers are actually experiencing. Closing that gap requires a different kind of delivery capability than the one that built the stack in the first place.

AI is now central to CX transformation. Leading brands are innovating across online and in-store experiences to create seamless omnichannel journeys.

Source: KPMG Australia, 2025

Technology is not holding brands back it's change capability.

CX transformation programs are increasingly being rebuilt around AI and agentic capabilities: personalisation at scale, intelligent journey orchestration, and AI-assisted service. Whilst the ambition may be real, the execution gap is just as significant.

Adobe's 2026 AI and Digital Trends research found that only 47% of organisations are using generative or agentic AI for journey design or omnichannel activation. Yet these are the capabilities that underpin personalised customer experiences at scale.

From what we can see, the organisations making the fastest progress aren't necessarily those with the most advanced technology. They're the ones that embed change capability into delivery from day one, rather than treating it as a go-live activity.

Human-centred change leaders who reshape how teams work, not just the tools they use, are becoming one of the scarcest and most valuable capabilities in the transformation talent market.

What the hiring market looks like today.

The roles generating the most active competition are at the Transformation Lead and Program Director level. Practitioners

who've delivered experience-led programs and can demonstrate customer or commercial outcomes, not just on-time platform delivery.

People often talk product, marketing, data, and business in the same conversation. That kind of profile is thin on the ground and tends to move on its own terms.

Below that, Business Analysts who operate at the intersection of digital capability and customer journey redesign are in consistent demand. Agile Delivery Leads with genuine change capability are harder to close than most clients anticipate.

Where to from here.

The delivery professionals gaining ground are those who connect transformation workstreams directly to customer experience outcomes.

As AI reshapes what gets built and how quickly, the premium is shifting toward human judgment. An ability to make the right calls under pressure, keep stakeholders aligned, and ensure the customer is at the centre of a program that could easily drift toward the technical.

If you're running a CX or experience-led transformation and finding that the delivery capability doesn't quite match the ambition, it's worth having a conversation with us before the next SOW is signed.



Digital Project Management

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$65K – \$78K
	Midweight	\$78K – \$90K
	Senior	\$90K – \$120K
	Manager	\$120K – \$145K
	Head of	\$145K – \$175K
	C Suite	N/A
Mid-sized (\$10m–\$50m)	Junior	\$72K – \$85K
	Midweight	\$85K – \$105K
	Senior	\$110K – \$145K
	Manager	\$145K – \$165K
	Head of	\$165K – \$185K
	C Suite	N/A
Large (\$50m+)	Junior	\$78K – \$95K
	Midweight	\$98K – \$115K
	Senior	\$115K – \$155K
	Manager	\$155K – \$180K
	Head of	\$180K – \$210K
	C Suite	\$185K – \$225K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$62K – \$75K
	Midweight	\$75K – \$92K
	Senior	\$100K – \$125K
	Manager	\$125K – \$145K
	Head of	\$145K – \$165K
	C Suite	N/A
Mid-sized (\$10m–\$30m)	Junior	\$68K – \$80K
	Midweight	\$80K – \$100K
	Senior	\$105K – \$155K
	Manager	\$155K – \$180K
	Head of	\$180K – \$210K
	C Suite	\$205K – \$255K
Large (\$30m–\$100m+)	Junior	\$72K – \$85K
	Midweight	\$85K – \$105K
	Senior	\$125K – \$165K
	Manager	\$155K – \$205K
	Head of	\$185K – \$255K
	C Suite	\$255K – \$285K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$60K – \$72K
	Midweight	\$72K – \$85K
	Senior	\$85K – \$100K
	Manager	\$100K – \$125K
	Head of	\$125K – \$155K
	C Suite	N/A
\$1m–\$10m (Early-stage)	Junior	\$65K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$125K
	Manager	\$125K – \$145K
	Head of	\$150K – \$180K
	C Suite	N/A
\$10m–\$50m (Growth-stage)	Junior	\$70K – \$85K
	Midweight	\$85K – \$115K
	Senior	\$115K – \$135K
	Manager	\$135K – \$175K
	Head of	\$175K – \$205K
	C Suite	N/A
\$50m+ (Maturity/Scale)	Junior	\$78K – \$90K
	Midweight	\$92K – \$120K
	Senior	\$125K – \$155K
	Manager	\$160K – \$180K
	Head of	\$180K – \$230K
	C Suite	N/A



Program & Transformation Management

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	N/A
	Midweight	N/A
	Senior	\$135K – \$160K
	Manager	\$160K – \$185K
	Head of	\$185K – \$225K
Mid-sized (\$10m–\$50m)	C Suite	\$205K – \$235K
	Junior	N/A
	Midweight	N/A
	Senior	\$155K – \$175K
	Manager	\$165K – \$190K
Large (\$50m+)	Head of	\$190K – \$215K
	C Suite	\$215K – \$250K
	Junior	N/A
	Midweight	N/A
	Senior	\$155K – \$185K
	Manager	\$175K – \$200K
	Head of	\$200K – \$225K
	C Suite	\$225K – \$260K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	N/A
	Midweight	N/A
	Senior	\$155K – \$180K
	Manager	\$180K – \$210K
	Head of	\$185K – \$230K
Mid-sized (\$10m–\$30m)	C Suite	\$230K – \$260K
	Junior	N/A
	Midweight	N/A
	Senior	\$155K – \$180K
	Manager	\$185K – \$225K
Large (\$30m–\$100m+)	Head of	\$210K – \$250K
	C Suite	\$240K – \$285K
	Junior	N/A
	Midweight	N/A
	Senior	\$175K – \$210K
	Manager	\$195K – \$230K
	Head of	\$230K – \$265K
	C Suite	\$260K – \$310K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
\$1m–\$10m (Early-stage)	C Suite	N/A
	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
\$10m–\$50m (Growth-stage)	Head of	N/A
	C Suite	N/A
	Junior	N/A
	Midweight	N/A
	Senior	N/A
\$50m+ (Maturity/Scale)	Manager	N/A
	Head of	N/A
	C Suite	N/A
	Junior	N/A
	Midweight	N/A



Business Analyst

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$68K – \$85K
	Midweight	\$90K – \$110K
	Senior	\$110K – \$135K
	Manager	\$135K – \$155K
	Head of	\$155K – \$175K
	C Suite	N/A
Mid-sized (\$10m–\$50m)	Junior	\$78K – \$105K
	Midweight	\$105K – \$128K
	Senior	\$128K – \$150K
	Manager	\$150K – \$170K
	Head of	\$170K – \$195K
	C Suite	N/A
Large (\$50m+)	Junior	\$90K – \$115K
	Midweight	\$115K – \$138K
	Senior	\$138K – \$160K
	Manager	\$160K – \$180K
	Head of	\$180K – \$210K
	C Suite	N/A

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$72K – \$88K
	Midweight	\$88K – \$108K
	Senior	\$108K – \$132K
	Manager	\$132K – \$152K
	Head of	\$152K – \$175K
	C Suite	N/A
Mid-sized (\$10m–\$30m)	Junior	\$82K – \$100K
	Midweight	\$100K – \$122K
	Senior	\$122K – \$148K
	Manager	\$142K – \$165K
	Head of	\$165K – \$188K
	C Suite	N/A
Large (\$30m–\$100m+)	Junior	\$85K – \$110K
	Midweight	\$112K – \$142K
	Senior	\$132K – \$165K
	Manager	\$162K – \$180K
	Head of	\$170K – \$210K
	C Suite	N/A

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$68K – \$85K
	Midweight	\$85K – \$105K
	Senior	\$105K – \$125K
	Manager	\$125K – \$145K
	Head of	\$145K – \$165K
	C Suite	N/A
\$1m–\$10m (Early-stage)	Junior	\$80K – \$98K
	Midweight	\$98K – \$115K
	Senior	\$115K – \$138K
	Manager	\$138K – \$158K
	Head of	\$158K – \$175K
	C Suite	N/A
\$10m–\$50m (Growth-stage)	Junior	\$90K – \$110K
	Midweight	\$110K – \$130K
	Senior	\$130K – \$155K
	Manager	\$155K – \$175K
	Head of	\$175K – \$195K
	C Suite	N/A
\$50m+ (Maturity/Scale)	Junior	\$78K – \$110K
	Midweight	\$115K – \$132K
	Senior	\$132K – \$162K
	Manager	\$162K – \$185K
	Head of	\$185K – \$210K
	C Suite	N/A





Marketing, Brand & Content.

A defining era for the CMO.

The central tension in marketing leadership right now is a simple: The CEO wants measurable performance, the board wants strong brand equity, and both want it delivered by a smaller team with a tighter budget.

The CMOs thriving in this era are those who no longer treat performance and brand as opposing disciplines. The practitioners are committed to building organisations that do both coherently.

Marketing teams are being asked to do more with less by leaders under intense pressure to demonstrate short-term commercial impact, at a time when long-term brand investment is critical.

Research from McKinsey & Co has highlighted a C-suite disconnect: 66% of CMOs state their CEOs are uncomfortable with modern marketing concepts. Alarming, even though 80% of

CEOs and 77% of CMOs believing marketing is underfunded, actual budget allocations have dropped significantly.

Brand Strategy as a dedicated function is seeing renewed demand, particularly in organisations managing brand equity erosion after shifting their focus onto performance in the 2022-2024 cycle.

There's a particular shortage of senior brand strategists who are genuinely comfortable with data, who can build a brand measurement framework, not just a brand narrative.

CMOs named unclear ownership and limited access to data and tools as the top barrier to delivering their strategy. The cost of delay is real, with 63% of CMOs saying they're missing opportunities because they can't make decisions fast enough.

As AI makes content production abundant, competitive advantage shifts to quality, perspective, and distribution. The era of winning through volume is clearly over.

The work that stands out is more considered, more distinctive, and backed by a deliberate editorial strategy.

Those who thrive will be editors first and producers second. Valued not for the volume of content they create, but for the judgment they bring to what gets created in the first place. This is a fundamental shift away from the 'content factory' model that dominated previously.

Integrated thinking is key.

The executive that genuinely spans brand strategy, performance, product marketing and communications is the CMO who will get hired. There are not many of them, and they will know their value.



Marketing

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$60K – \$75K
	Midweight	\$80K – \$100K
	Senior	\$100K – \$130K
	Manager	\$110K – \$140K
	Head of	\$165K – \$230K
Mid-sized (\$10m–\$50m)	C Suite	\$200K – \$350K
	Junior	\$65K – \$80K
	Midweight	\$85K – \$110K
	Senior	\$110K – \$140K
	Manager	\$120K – \$160K
Large (\$50m+)	Head of	\$180K – \$250K
	C Suite	\$220K – \$380K
	Junior	\$70K – \$85K
	Midweight	\$90K – \$120K
	Senior	\$120K – \$150K
	Manager	\$130K – \$175K
	Head of	\$195K – \$270K
	C Suite	\$240K – \$410K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$60K – \$75K
	Midweight	\$80K – \$105K
	Senior	\$105K – \$130K
	Manager	\$115K – \$150K
	Head of	\$170K – \$235K
Mid-sized (\$10m–\$30m)	C Suite	\$205K – \$355K
	Junior	\$65K – \$80K
	Midweight	\$85K – \$110K
	Senior	\$110K – \$140K
	Manager	\$120K – \$160K
Large (\$30m–\$100m+)	Head of	\$180K – \$250K
	C Suite	\$220K – \$380K
	Junior	\$70K – \$90K
	Midweight	\$95K – \$120K
	Senior	\$120K – \$155K
	Manager	\$130K – \$175K
	Head of	\$200K – \$275K
	C Suite	\$240K – \$420K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$50K – \$65K
	Midweight	\$65K – \$85K
	Senior	\$85K – \$110K
	Manager	\$95K – \$125K
	Head of	\$140K – \$195K
\$1m–\$10m (Early-stage)	C Suite	\$170K – \$295K
	Junior	\$55K – \$70K
	Midweight	\$75K – \$95K
	Senior	\$95K – \$125K
	Manager	\$105K – \$140K
\$10m–\$50m (Growth-stage)	Head of	\$160K – \$220K
	C Suite	\$195K – \$335K
	Junior	\$65K – \$80K
	Midweight	\$85K – \$110K
	Senior	\$110K – \$140K
\$50m+ (Maturity/Scale)	Manager	\$120K – \$160K
	Head of	\$180K – \$250K
	C Suite	\$220K – \$380K
	Junior	\$75K – \$90K
	Midweight	\$95K – \$125K
	Senior	\$125K – \$155K
	Manager	\$135K – \$180K
	Head of	\$200K – \$280K
	C Suite	\$245K – \$425K



Brand Strategy

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$70K – \$90K
	Midweight	\$90K – \$105K
	Senior	\$105K – \$125K
	Manager	\$125K – \$148K
	Head of	\$148K – \$172K
	C Suite	N/A
Mid-sized (\$10m–\$50m)	Junior	\$80K – \$98K
	Midweight	\$98K – \$115K
	Senior	\$115K – \$138K
	Manager	\$138K – \$170K
	Head of	\$205K – \$280K
Large (\$50m+)	C Suite	\$265K – \$310K
	Junior	\$85K – \$105K
	Midweight	\$105K – \$122K
	Senior	\$122K – \$142K
	Manager	\$142K – \$180K
	Head of	\$240K – \$290K
	C Suite	\$275K – \$330K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$75K – \$92K
	Midweight	\$92K – \$112K
	Senior	\$112K – \$132K
	Manager	\$132K – \$152K
	Head of	\$152K – \$175K
	C Suite	N/A
Mid-sized (\$10m–\$30m)	Junior	\$80K – \$98K
	Midweight	\$98K – \$118K
	Senior	\$118K – \$140K
	Manager	\$140K – \$162K
	Head of	\$162K – \$118K
Large (\$30m–\$100m+)	C Suite	\$188K – \$218K
	Junior	\$88K – \$105K
	Midweight	\$105K – \$125K
	Senior	\$125K – \$148K
	Manager	\$148K – \$168K
	Head of	\$182K – \$235K
	C Suite	\$228K – \$360K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	N/A
	Midweight	N/A
	Senior	\$105K – \$125K
	Manager	\$125K – \$145K
	Head of	\$145K – \$165K
	C Suite	\$165K – \$190K
\$1m–\$10m (Early-stage)	Junior	N/A
	Midweight	N/A
	Senior	\$110K – \$130K
	Manager	\$130K – \$150K
	Head of	\$150K – \$175K
	C Suite	\$175K – \$200K
\$10m–\$50m (Growth-stage)	Junior	N/A
	Midweight	N/A
	Senior	\$115K – \$138K
	Manager	\$138K – \$158K
	Head of	\$158K – \$182K
	C Suite	\$182K – \$220K
\$50m+ (Maturity/Scale)	Junior	\$90K – \$108K
	Midweight	\$108K – \$125K
	Senior	\$125K – \$145K
	Manager	\$145K – \$165K
	Head of	\$165K – \$192K
	C Suite	\$192K – \$230K



Content Marketing

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$55K – \$70K
	Midweight	\$70K – \$88K
	Senior	\$88K – \$108K
	Manager	\$108K – \$128K
	Head of	\$128K – \$152K
Mid-sized (\$10m–\$50m)	C Suite	\$152K – \$182K
	Junior	\$60K – \$78K
	Midweight	\$78K – \$98K
	Senior	\$98K – \$138K
	Manager	\$118K – \$138K
Large (\$50m+)	Head of	\$138K – \$162K
	C Suite	\$162K – \$192K
	Junior	\$65K – \$82K
	Midweight	\$82K – \$105K
	Senior	\$105K – \$128K
	Manager	\$128K – \$148K
	Head of	\$148K – \$172K
	C Suite	\$272K – \$202K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$55K – \$70K
	Midweight	\$70K – \$88K
	Senior	\$88K – \$108K
	Manager	\$108K – \$128K
	Head of	\$128K – \$152K
Mid-sized (\$10m–\$30m)	C Suite	\$152K – \$182K
	Junior	\$60K – \$78K
	Midweight	78K – \$98K
	Senior	\$98K – \$118K
	Manager	\$118K – \$38K
Large (\$30m–\$100m+)	Head of	\$138K – \$162K
	C Suite	\$132K – \$192K
	Junior	\$65K – \$82K
	Midweight	\$82K – \$105K
	Senior	\$105K – \$128K
	Manager	\$128K – \$148K
	Head of	\$148K – \$172K
	C Suite	\$172K – \$202K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$68K
	Midweight	\$68K – \$82K
	Senior	\$82K – \$100K
	Manager	\$100K – \$120K
	Head of	\$120K – \$145K
\$1m–\$10m (Early-stage)	C Suite	\$145K – \$272K
	Junior	\$60K – \$75K
	Midweight	\$75K – \$90K
	Senior	\$90K – \$108K
	Manager	\$108K – \$128K
\$10m–\$50m (Growth-stage)	Head of	\$128K – \$155K
	C Suite	\$155K – \$185K
	Junior	\$65K – \$80K
	Midweight	\$80K – \$98K
	Senior	\$98K – \$118K
\$50m+ (Maturity/Scale)	Manager	\$118K – \$138K
	Head of	\$138K – \$162K
	C Suite	\$162K – \$192K
	Junior	\$70K – \$88K
	Midweight	\$88K – \$108K
	Senior	\$108K – \$130K
	Manager	\$130K – \$150K
	Head of	\$150K – \$175K
	C Suite	\$185K – \$210K





Creative.

Creativity may be the path to impact, but the path has changed.

The creative industry is in the midst of an identity shift far more interesting than the 'AI is taking creative jobs' headlines would suggest.

Put simply, AI has fundamentally changed the economics of creative production. Iteration is faster, cost per asset is lower, and timelines have compressed.

What hasn't changed is the value of a distinctive creative point of view, or the ability to know if an idea is actually good or not, they've become absolutely business critical.

We're seeing a clear divergence from one side of the creative spectrum to the other. On the production side - adaptation, resizing, templated execution - AI tooling has reduced headcount requirements significantly.

At the strategic and directorial side - brand-level creative leadership, campaign concepting, commercially minded creative direction - demand is as strong as it's ever been, whilst the premium on genuine creative seniority has increased.

A lot of agency leadership we've spoken to have been struggling to find senior talent in Australia recently and have begun looking overseas.

But with an ongoing cost of living crisis, relocating to down under is not looking quite as attractive as it used to. So it will be interesting to see how things evolve.

AI has absorbed the process-driven work juniors used to learn on. As a result the pipeline for junior creatives is closing. Agency employment for under 25s in the UK is down 19.2% in a year. Australian entry-level roles now sit at just 1% of vacancies.

Sources: IPA Agency Census 2025, IAB Australia 2026 Talent Review.

The Creative Technologist.

A practitioner sitting between creative direction and technical implementation, the emerging role of Creative Technologist is fluent in both the vocabulary of design and the capability of AI tools, emerging technologies, and interactive production.

Currently more common in an agency setting, the role now beginning to appear in growing in-house creative teams.

Often under-appreciated yet vital to success.

Studio Management is often undervalued as a function and under-supported as a career path. Yet a strong creative operations leader - someone who can run traffic, manage resource allocation, maintain quality standards, and keep a creative team from burning out - is one of the highest-leverage hires an in-house creative function can make.

What's next?

The creative agency model continues to evolve, with those that are thriving positioning themselves as genuine creative partners rather than mere production vendors.

On the client side, in-housing continues to grow. However clients are also discovering some of the limits of in-house, including creative insularity, production capacity constraints, and the difficulty of maintaining specialist craftspeople at scale.



Creative Direction & Copy

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$55K – \$70K
	Midweight	\$70K – \$85K
	Senior	\$88K – \$108K
	Manager	\$108K – \$158K
	Head of	\$158K – \$215K
Mid-sized (\$10m–\$50m)	C Suite	N/A
	Junior	\$65K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$98K – \$118K
	Manager	\$118K – \$182K
Large (\$50m+)	Head of	\$175K – \$235K
	C Suite	\$238K – \$340K
	Junior	\$65K – \$95K
	Midweight	\$95K – \$118K
	Senior	\$120K – \$152K
	Manager	\$158K – \$225K
	Head of	\$235K – \$312K
	C Suite	\$315K – \$415K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$55K – \$72K
	Midweight	\$72K – \$85K
	Senior	\$88K – \$108K
	Manager	\$108K – \$158K
	Head of	\$158K – \$215K
Mid-sized (\$10m–\$30m)	C Suite	N/A
	Junior	\$72K – \$88K
	Midweight	\$88K – \$105K
	Senior	\$105K – \$122K
	Manager	\$122K – \$142K
Large (\$30m–\$100m+)	Head of	\$142K – \$168K
	C Suite	\$168K – \$198K
	Junior	\$65K – \$95K
	Midweight	\$95K – \$118K
	Senior	\$120K – \$148K
	Manager	\$158K – \$225K
	Head of	\$235K – \$312K
	C Suite	\$315K – \$520K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$70K
	Midweight	\$70K – \$85K
	Senior	\$88K – \$108K
	Manager	\$108K – \$158K
	Head of	N/A
\$1m–\$10m (Early-stage)	C Suite	N/A
	Junior	\$55K – \$72K
	Midweight	\$72K – \$85K
	Senior	\$88K – \$108K
	Manager	\$108K – \$158K
\$10m–\$50m (Growth-stage)	Head of	\$158K – \$210K
	C Suite	N/A
	Junior	\$65K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$98K – \$118K
\$50m+ (Maturity/Scale)	Manager	\$118K – \$182K
	Head of	\$175K – \$212K
	C Suite	\$212K – \$262K
	Junior	\$65K – \$95K
	Midweight	\$95K – \$118K
	Senior	\$120K – \$148K
	Manager	\$158K – \$185K
	Head of	\$185K – \$252K
	C Suite	\$228K – \$315K



Creative Art & Design

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$55K – \$72K
	Midweight	\$72K – \$85K
	Senior	\$88K – \$108K
	Manager	\$108K – \$158K
	Head of	\$158K – \$215K
Mid-sized (\$10m–\$50m)	C Suite	\$218K – \$238K
	Junior	\$65K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$98K – \$118K
	Manager	\$118K – \$182K
Large (\$50m+)	Head of	\$172K – \$222K
	C Suite	\$208K – \$312K
	Junior	\$65K – \$95K
	Midweight	\$95K – \$118K
	Senior	\$120K – \$152K
	Manager	\$158K – \$222K
	Head of	\$238K – \$312K
	C Suite	\$315K – \$415K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$55K – \$72K
	Midweight	\$72K – \$85K
	Senior	\$88K – \$108K
	Manager	\$108K – \$158K
	Head of	\$158K – \$215K
Mid-sized (\$10m–\$30m)	C Suite	N/A
	Junior	\$65K – \$75K
	Midweight	\$75K – \$85K
	Senior	\$85K – \$115K
	Manager	\$120K – \$165K
Large (\$30m–\$100m+)	Head of	\$180K – \$240K
	C Suite	N/A
	Junior	\$65K – \$75K
	Midweight	\$75K – \$85K
	Senior	\$85K – \$115K
	Manager	\$120K – \$165K
	Head of	\$200K – \$215K
	C Suite	\$230K – \$300K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$90K – \$110K
	Manager	\$100K – \$125K
	Head of	N/A
\$1m–\$10m (Early-stage)	C Suite	N/A
	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$90K – \$110K
	Manager	\$100K – \$130K
\$10m–\$50m (Growth-stage)	Head of	N/A
	C Suite	N/A
	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$90K – \$120K
\$50m+ (Maturity/Scale)	Manager	\$115K – \$135K
	Head of	N/A
	C Suite	N/A
	Junior	\$65K – \$75K
	Midweight	\$70K – \$90K
	Senior	\$90K – \$130K
	Manager	\$125K – \$135K
	Head of	\$135K – \$150K
	C Suite	N/A





Advertising Account Service.

More of
the same
and yet very
different.

AI may be reshaping how agencies work, but it hasn't changed what clients value. Account Service remains the function that turns internal complexity into external clarity, building trusted relationships, aligning specialists, and giving clients confidence that the bigger picture is always in hand.

Even though the demands on the function have never been greater, the career pathway has never been less straightforward.

In today's agency, the best account leaders are genuinely hybrid. They have the commercial instincts of a business development professional, the project fluency of a producer, and the strategic range to add value in a client brief, not just manage the output of one.

That kind of combination is genuinely rare, and the agencies that identify and retain it will definitely be at a structural advantage.

34% of agency leaders cite economic uncertainty as their biggest challenge. This is increasing pressure on Account Directors and Client Partners to demonstrate measurable ROI and protect revenue.

Source: Predictable Profits.

The gap between agency-side and client-side account management is narrowing in terms of function, but the compensation gap remains pronounced. Client-side brand and marketing roles at equivalent levels typically carry 15-25% higher compensation than their agency equivalents, and this disparity is driving talent migration from agencies to in-house.

Agencies aren't reducing client-facing talent. They're reducing layers around it. The best Account Directors and Client Partners are increasingly responsible for strategy, commercial growth and stakeholder management, not just project delivery.

Certainty in uncertain times.

Agencies that retain account service talent at scale are those investing in career architecture. Progression is clearly mapped, client exposure is genuine, and there is compensation parity with what the in-house market can offer. This is the price of having a functioning account team.



Account Service

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$60K – \$75K
	Midweight	\$75K – \$100K
	Senior	\$95K – \$125K
	Manager	\$115K – \$150K
	Head of	\$150K – \$205K
Mid-sized (\$10m–\$50m)	C Suite	\$195K – \$310K
	Junior	\$65K – \$85K
	Midweight	\$85K – \$105K
	Senior	\$100K – \$135K
	Manager	\$125K – \$160K
Large (\$50m+)	Head of	\$160K – \$225K
	C Suite	\$215K – \$335K
	Junior	\$75K – \$90K
	Midweight	\$90K – \$115K
	Senior	\$110K – \$145K
	Manager	\$135K – \$175K
	Head of	\$175K – \$240K
	C Suite	\$230K – \$365K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$55K – \$70K
	Midweight	\$65K – \$85K
	Senior	\$80K – \$105K
	Manager	\$100K – \$130K
	Head of	\$130K – \$180K
Mid-sized (\$10m–\$30m)	C Suite	\$170K – \$270K
	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$85K – \$115K
	Manager	\$105K – \$140K
Large (\$30m–\$100m+)	Head of	\$140K – \$190K
	C Suite	\$180K – \$285K
	Junior	\$65K – \$80K
	Midweight	\$80K – \$100K
	Senior	\$100K – \$125K
	Manager	\$130K – \$150K
	Head of	\$150K – \$210K
	C Suite	\$200K – \$315K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
\$1m–\$10m (Early-stage)	C Suite	N/A
	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
\$10m–\$50m (Growth-stage)	Head of	N/A
	C Suite	N/A
	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$85K – \$115K
\$50m+ (Maturity/Scale)	Manager	\$105K – \$140K
	Head of	\$140K – \$190K
	C Suite	\$180K – \$285K
	Junior	\$65K – \$80K
	Midweight	\$80K – \$100K
	Senior	\$95K – \$130K
	Manager	\$115K – \$155K
	Head of	\$155K – \$215K
	C Suite	\$200K – \$320K



Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$60K – \$75K
	Midweight	\$75K – \$90K
	Senior	\$90K – \$110K
	Manager	\$110K – \$135K
	Head of	\$135K – \$165K
	C Suite	N/A
Mid-sized (\$10m–\$50m)	Junior	\$65K – \$80K
	Midweight	\$80K – \$98K
	Senior	\$98K – \$120K
	Manager	\$120K – \$150K
	Head of	\$170K – \$220K
Large (\$50m+)	C Suite	\$215K – \$240K
	Junior	\$85K – \$95K
	Midweight	\$105K – \$130K
	Senior	\$130K – \$165K
	Manager	\$200K – \$250K
	Head of	\$250K – \$280K
	C Suite	\$300K – \$350K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
	C Suite	N/A
Mid-sized (\$10m–\$30m)	Junior	\$62K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$115K
	Manager	\$155K – \$138K
	Head of	\$138K – \$165K
Large (\$30m–\$100m+)	C Suite	N/A
	Junior	\$65K – \$82K
	Midweight	\$82K – \$100K
	Senior	\$100K – \$125K
	Manager	\$125K – \$150K
	Head of	\$150K – \$185K
	C Suite	\$185K – \$215K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
	C Suite	N/A
\$1m–\$10m (Early-stage)	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
	C Suite	N/A
\$10m–\$50m (Growth-stage)	Junior	\$95K – \$115K
	Midweight	\$115K – \$135K
	Senior	\$135K – \$160K
	Manager	N/A
	Head of	N/A
	C Suite	N/A
\$50m+ (Maturity/Scale)	Junior	\$105K – \$125K
	Midweight	\$125K – \$150K
	Senior	\$150K – \$180K
	Manager	N/A
	Head of	N/A
	C Suite	N/A



Production & Studio Management

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$62K – \$75K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$115K
	Manager	\$120K – \$140K
	Head of	\$140K – \$170K
	C Suite	N/A
Mid-sized (\$10m–\$50m)	Junior	\$68K – \$85K
	Midweight	\$85K – \$115K
	Senior	\$120K – \$135K
	Manager	\$140K – \$160K
	Head of	\$160K – \$195K
Large (\$50m+)	C Suite	\$195K – \$215K
	Junior	\$72K – \$90K
	Midweight	\$90K – \$120K
	Senior	\$125K – \$142K
	Manager	\$145K – \$183K
	Head of	\$183K – \$225K
	C Suite	\$225K – \$275K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$62K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$115K
	Manager	\$125K – \$140K
	Head of	N/A
	C Suite	N/A
Mid-sized (\$10m–\$30m)	Junior	\$62K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$115K – \$135K
	Manager	\$125K – \$150K
	Head of	\$165K – \$175K
Large (\$30m–\$100m+)	C Suite	N/A
	Junior	\$65K – \$82K
	Midweight	\$82K – \$112K
	Senior	\$120K – \$135K
	Manager	\$130K – \$165K
	Head of	\$150K – \$185K
	C Suite	\$158K – \$190K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
	C Suite	N/A
\$1m–\$10m (Early-stage)	Junior	N/A
	Midweight	N/A
	Senior	N/A
	Manager	N/A
	Head of	N/A
	C Suite	N/A
\$10m–\$50m (Growth-stage)	Junior	N/A
	Midweight	\$78K – \$95K
	Senior	\$95K – \$118K
	Manager	\$118K – \$140K
	Head of	\$140K – \$165K
	C Suite	N/A
\$50m+ (Maturity/Scale)	Junior	N/A
	Midweight	\$82K – \$110K
	Senior	\$100K – \$125K
	Manager	\$125K – \$150K
	Head of	\$150K – \$180K
	C Suite	N/A





PR & Communications.

From earning influence to keeping it.

PR and Communications definitely had its moment during the uncertainty of 2020-2022. A time when communicating quickly and clearly had become paramount.

As a result the function gained budget, headcount, and executive visibility. The focus now is maintaining that seat at the table whilst demonstrating that its value extends well beyond crisis response.

Right now we're seeing an important structural shift, where comms is being integrated into the broader marketing and brand function.

The traditional PR Agency-led model of retainer, press release and coverage report is losing ground to an integrated content and communications approach, where earned media, owned content, and social presence are managed as a unified editorial strategy.

Practitioners who operate within that integrated model, rather than treating PR as a standalone discipline, are the ones with the clearest career trajectory.

The PR industry is forecast to grow at approximately 3-4% annually over the next five years, driven by

increased demand for corporate communications, reputation management and stakeholder engagement.

As a result of regulatory disclosure requirements, ESG reporting, and stakeholder management in a fracturing media environment, Corporate Comms has never been more technically demanding.

It demands a level of precision and strategic sophistication that has literally raised the floor for what serious comms professionals need to know.

The generalist communicator who can write well and manage a journalist relationship is still valuable. One who can also navigate disclosure frameworks and build a measurement model for reputation is worth significantly more.

Specialised Exec Comms.

Executive Communications and thought leadership continue to attract dedicated headcount at organisations that understand the value of the CEO's public presence.

It affects talent attraction, investor confidence, and, of course, commercial relationships. Although relatively small, this specialist area is always well compensated.

The global PR market is forecast to reach \$233 billion by 2031.

Source: Morder Intelligence

It's hardly a surprise to see the in-house and agency divide in PR following the same pattern we've been witnessing in creative and account service. Senior talent is migrating in-house, drawn by compensation, autonomy, and the appeal of genuine business proximity.

Agency PR is responding, although somewhat unevenly, by improving career architecture and expanding the scope of what account teams are empowered to do.

Moving forward.

Reputation and trust is now a regular topic of conversation in the boardroom, which is a positive for the PR and Comms function, as it's at the senior end.

Comms leaders who can connect communications strategy to commercial and reputational outcomes in measurable terms are in genuine demand.



PR & Comms

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$70K – \$85K
	Midweight	\$85K – \$110K
	Senior	\$105K – \$135K
	Manager	\$115K – \$145K
	Head of	\$165K – \$230K
Mid-sized (\$10m–\$50m)	C Suite	\$205K – \$310K
	Junior	\$75K – \$95K
	Midweight	\$95K – \$120K
	Senior	\$115K – \$145K
	Manager	\$125K – \$160K
Large (\$50m+)	Head of	\$180K – \$250K
	C Suite	\$220K – \$235K
	Junior	\$80K – \$100K
	Midweight	\$100K – \$140K
	Senior	\$125K – \$160K
	Manager	\$135K – \$170K
	Head of	\$195K – \$270K
	C Suite	\$240K – \$365K

SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$65K – \$85K
	Midweight	\$85K – \$110K
	Senior	\$105K – \$130K
	Manager	\$115K – \$140K
	Head of	\$160K – \$225K
Mid-sized (\$10m–\$30m)	C Suite	\$195K – \$300K
	Junior	\$70K – \$90K
	Midweight	\$90K – \$115K
	Senior	\$110K – \$140K
	Manager	\$120K – \$150K
Large (\$30m–\$100m+)	Head of	\$170K – \$240K
	C Suite	\$210K – \$320K
	Junior	\$75K – \$100K
	Midweight	\$100K – \$125K
	Senior	\$120K – \$155K
	Manager	\$130K – \$165K
	Head of	\$185K – \$265K
	C Suite	\$230K – \$350K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$55K – \$70K
	Midweight	\$70K – \$90K
	Senior	\$85K – \$105K
	Manager	\$90K – \$115K
	Head of	\$130K – \$185K
\$1m–\$10m (Early-stage)	C Suite	\$160K – \$245K
	Junior	\$60K – \$80K
	Midweight	\$80K – \$100K
	Senior	\$95K – \$120K
	Manager	\$105K – \$130K
\$10m–\$50m (Growth-stage)	Head of	\$145K – \$205K
	C Suite	\$180K – \$275K
	Junior	\$70K – \$90K
	Midweight	\$90K – \$115K
	Senior	\$110K – \$135K
\$50m+ (Maturity/Scale)	Manager	\$120K – \$145K
	Head of	\$165K – \$235K
	C Suite	\$205K – \$315K
	Junior	\$75K – \$100K
	Midweight	\$100K – \$125K
	Senior	\$120K – \$155K
	Manager	\$130K – \$165K
	Head of	\$185K – \$265K
	C Suite	\$230K – \$350K



Social Media

Agencies/Consultancies

Revenue Band	Seniority Level	Salary Range
Small (<\$10m revenue)	Junior	\$52K – \$65K
	Midweight	\$65K – \$80K
	Senior	\$80K – \$98K
	Manager	\$98K – \$125K
	Head of	\$125K – \$158K
	C Suite	N/A
Mid-sized (\$10m–\$50m)	Junior	\$58K – \$72K
	Midweight	\$72K – \$88K
	Senior	\$88K – \$108K
	Manager	\$108K – \$138K
	Head of	\$138K – \$175K
Large (\$50m+)	C Suite	\$180K – \$220K
	Junior	\$62K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$118K
	Manager	\$118K – \$155K
	Head of	\$158K – \$210K
	C Suite	\$215K – \$260K

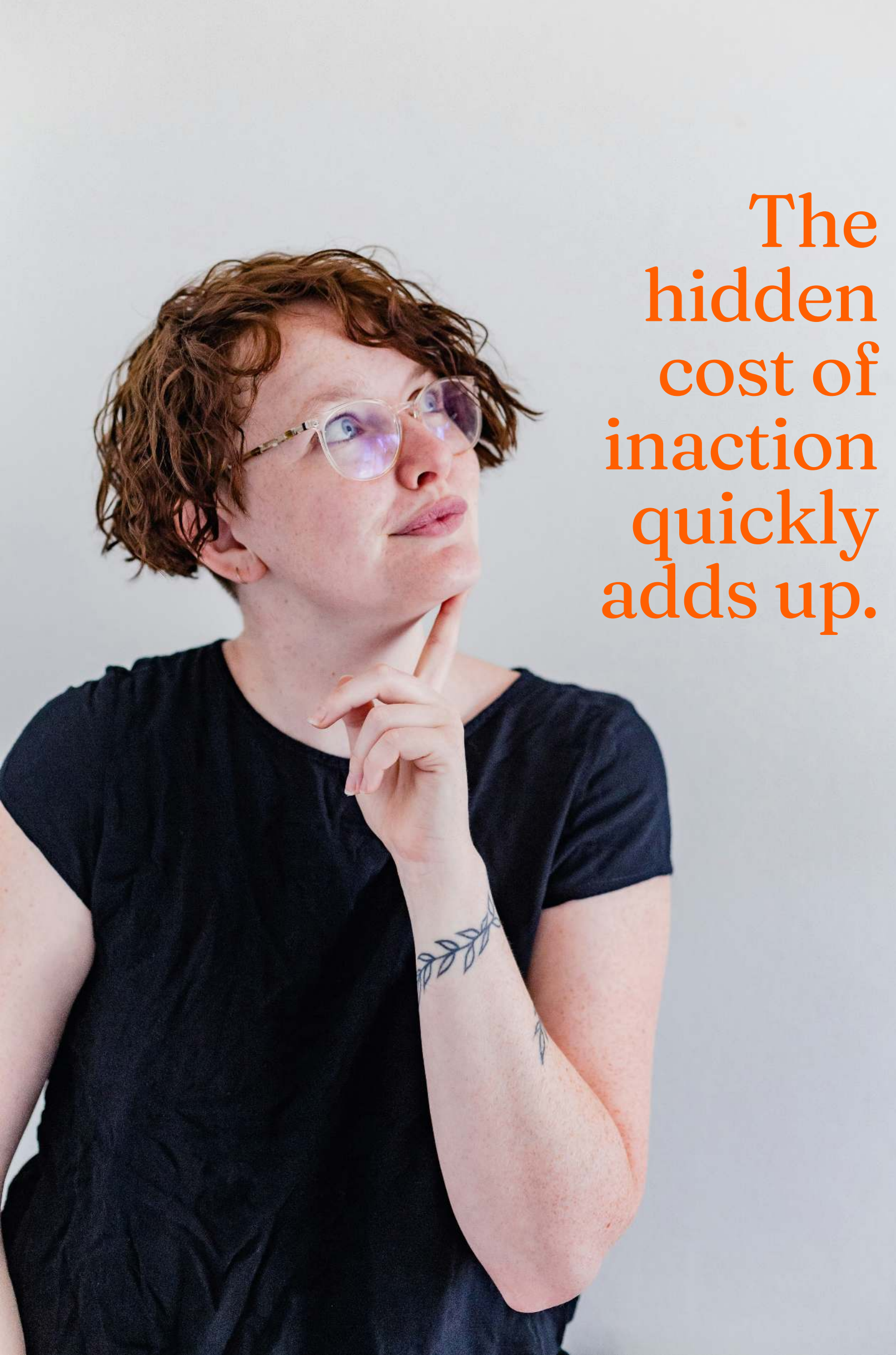
SMEs

Revenue Band	Seniority Level	Salary Range
Small (\$1m–\$10m)	Junior	\$52K – \$65K
	Midweight	\$65K – \$80K
	Senior	\$80K – \$98K
	Manager	\$98K – \$115K
	Head of	\$118K – \$148K
	C Suite	\$148K – \$178K
Mid-sized (\$10m–\$30m)	Junior	\$58K – \$72K
	Midweight	\$72K – \$88K
	Senior	\$88K – \$108K
	Manager	\$108K – \$130K
	Head of	\$130K – \$162K
Large (\$30m–\$100m+)	C Suite	\$162K – \$198K
	Junior	\$62K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$118K
	Manager	\$118K – \$148K
	Head of	\$148K – \$195K
	C Suite	\$198K – \$240K

Start ups / Scale ups

Revenue Band	Seniority Level	Salary Range
Pre-revenue Seed to Series A	Junior	\$52K – \$65K
	Midweight	\$65K – \$78K
	Senior	\$78K – \$95K
	Manager	\$95K – \$115K
	Head of	N/A
	C Suite	N/A
\$1m–\$10m (Early-stage)	Junior	\$55K – \$68K
	Midweight	\$68K – \$82K
	Senior	\$82K – \$100K
	Manager	\$100K – \$120K
	Head of	N/A
	C Suite	N/A
\$10m–\$50m (Growth-stage)	Junior	\$58K – \$72K
	Midweight	\$72K – \$88K
	Senior	\$88K – \$108K
	Manager	\$108K – \$128K
	Head of	N/A
	C Suite	N/A
\$50m+ (Maturity/Scale)	Junior	\$62K – \$78K
	Midweight	\$78K – \$95K
	Senior	\$95K – \$115K
	Manager	\$115K – \$138K
	Head of	N/A
	C Suite	N/A





The hidden cost of inaction quickly adds up.

A team member resignation or ongoing vacant role often come with a bigger price tag than you would imagine. Not just in lost output, but in the time and attention they drain from your business.

No matter what the role, or its level of importance, the longer that role sits empty or filled by the wrong person, the more it costs you.

The hidden costs are not thought about enough, nor is the power of hiring someone who has been specifically headhunted for the skills and personality you are looking to bring into the business.

Here’s a simple but powerful framework to help estimate the true cost of inaction caused by a delay in hiring the right person.

Cost of Inaction Calculator

Use this to estimate your cost over a 3-month vacancy period (adjust if your timeline is different).

Person	Hourly Rate	Hours Per Week	Weeks	Total Cost
Hiring Manager	\$120/hr	5	12	\$7,200
Team Member Covering Role	\$80/hr	10	12	\$9,600
Internal TA or Admin Support	\$50/hr	3	12	\$1,800
Inaction Cost				\$18,600

1 Time drain on existing team.

Estimate the total hours spent by your team trying to fill the gap.

2 Loss in Productivity & Morale.

Whether it’s stress, confusion, or slower delivery, vacancies can cause a substantial ripple effect.

This is a conservative estimate:

Drop in team output
10-25%
Average Monthly Team Output
Value (Revenue or Project Impact)
\$100,00/Month

Lost output over 3 months	
10% x \$100K x 3	\$30,000

3 Delayed delivery or Go-to-Market.

Estimate the opportunity cost due to the delay in:

Launching a feature/product
Improving customer experience
Starting a revenue-generating initiative

Example: 3-month delay in launching a new product worth **\$250,000** in annual revenue = **\$62,500 lost** (25% of projected revenue)

4 Direct hiring costs too.

Costs add up, even when hiring in-house. You could easily outlay between **\$1,000 and \$3,000** on job board listings and LinkedIn advertising.

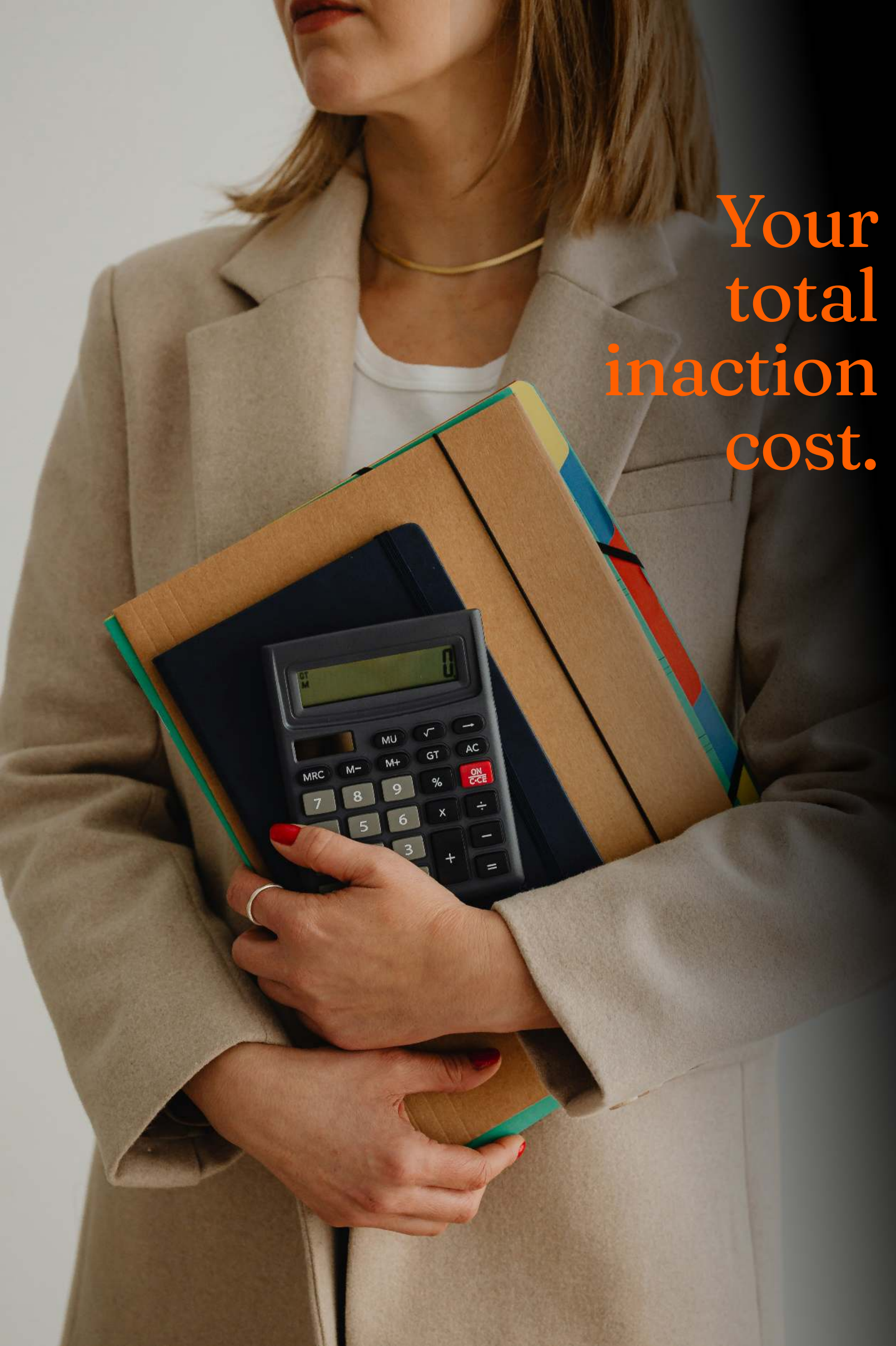
5 The cost of a hiring misalignment.

At Impala our focus is always on ensuring a candidate and hiring organisation are aligned. A bad or mis-hire will always prove costly.

Not only will you have to restart the hiring process, you’ll have lost 6-9 months in productivity and retraining. This, as you can imagine, also gives rise to team frustration and possible risk of churn.

Estimated Loss: \$50,000 - \$100,000+ depending on role & seniority.





Your
total
inaction
cost.

Category	Conservative Estimate
Team time lost	\$18,000
Team productivity drop	\$30,000
Go-To-Market delay	\$62,500
Job Board & Ad spend	\$2,000
Total (Excluding bad hire risk)	\$113,100
Average recruiter fee	\$27,000
(16-20% of salary, depending on role difficulty & exclusivity agreement)	for a \$150,000 Role

As you can see, that’s more than \$100,000 lost, before you even factor in the hidden cost of a misaligned hire.

As well as introducing you to better quality candidates, Impala Talent could easily reduce your time to hire by as much as 50%.

So whilst it often seems more cost effective to hire talent via job boards and advertising, the value of a knowledgeable recruiter will pay for itself from the very first hire.





Change is
constant.
So too
is Impala.

In a time of disruptive change you need a recruitment team that understands not just you and your needs, but how those needs are evolving at pace. Impala Talent was built for this.

Beyond salary bands, trend analysis, and emerging role profiles, it's the traditional mental models for hiring that are breaking down. And this is happening faster than most organisations have adapted to.

As functions blur and skills converge, the talent that could make the biggest difference to your business will probably not fit neatly into a traditional job description.

The cost of a misaligned hire, or a role left vacant for an extended period because of an outdated brief, has never been higher.

The Impala team, Cam and Jane, cover the full breadth of this guide. Digital, product, Martech, and CX on one side, marketing, advertising, creative & comms on the other.

This is not a coincidence.

It's our deliberate response to the market described across these pages. One where the best hires live at the intersection of disciplines, and where the best recruitment partner understands both sides of that intersection in order to find them.

Specialists at the intersections that matter.

Impala Talent is not a generalist, low touch, low commitment recruiter. We're specialist practitioners who've chosen to sit at the exact junction where those worlds meet. We know that that's where the most interesting talent is to be found, and where many clients often get stuck.

If you have a finalised job description ready to go, that's great. However, we'd much rather we sat down together to discuss your actual business problem.

It could be a team that's under-performing, a capability you think is missing, a growth phase that's outpaced the current structure, or simply a need for short term contactor who's comfortable with discomfort.

If this is where you are, talk to us. We'll shout the coffee, of course.

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