

# SALARY BENCHMARK: PROFESSIONAL SERVICES



**Sub-sectors:** Finance & accounting, marketing, HR, PA/EA, operations/back office

## MARKET COMMENTARY:

Professional services roles are increasingly viewed as commercial enablers rather than back-office support.

Finance, credit control, and property accounting functions are mission-critical as cash flow discipline tightens across agencies and developers.

Marketing roles have shifted from brand-led to performance-led mandates, with digital acquisition, CRM integration, and data reporting now embedded expectations.

HR and talent acquisition functions have stabilised post-expansion, but sector-experienced business partners retain value.

Senior EAs and operational leaders are increasingly positioned as strategic support to revenue heads, justifying broader salary bands at top-performing firms.

**Market dynamic:** The stronger the platform's internal infrastructure, the more resilient its revenue.

## EXPERIENCE PREMIUM: +10-15%

In finance, marketing, HR, and operational roles, real estate context matters more at mid-to-senior levels than at the entry level.

Professionals with real estate exposure understand:

- Transaction-driven revenue cycles
- Fee structures and commission models
- Investor, developer, and occupier audiences

Cross-industry professionals are competitive at junior to mid-levels, but often:

- Plateau earlier without sector exposure
- Require longer adaptation periods at the leadership level

## KEY INSIGHTS:

- Professional services support revenue teams; salary growth is directly linked to strategic impact.
- Senior finance and marketing functions see higher total compensation due to scarcity.

## MARKET REALITY:

- At the senior level, real estate-experienced heads of function consistently command higher base and bonus structures.