

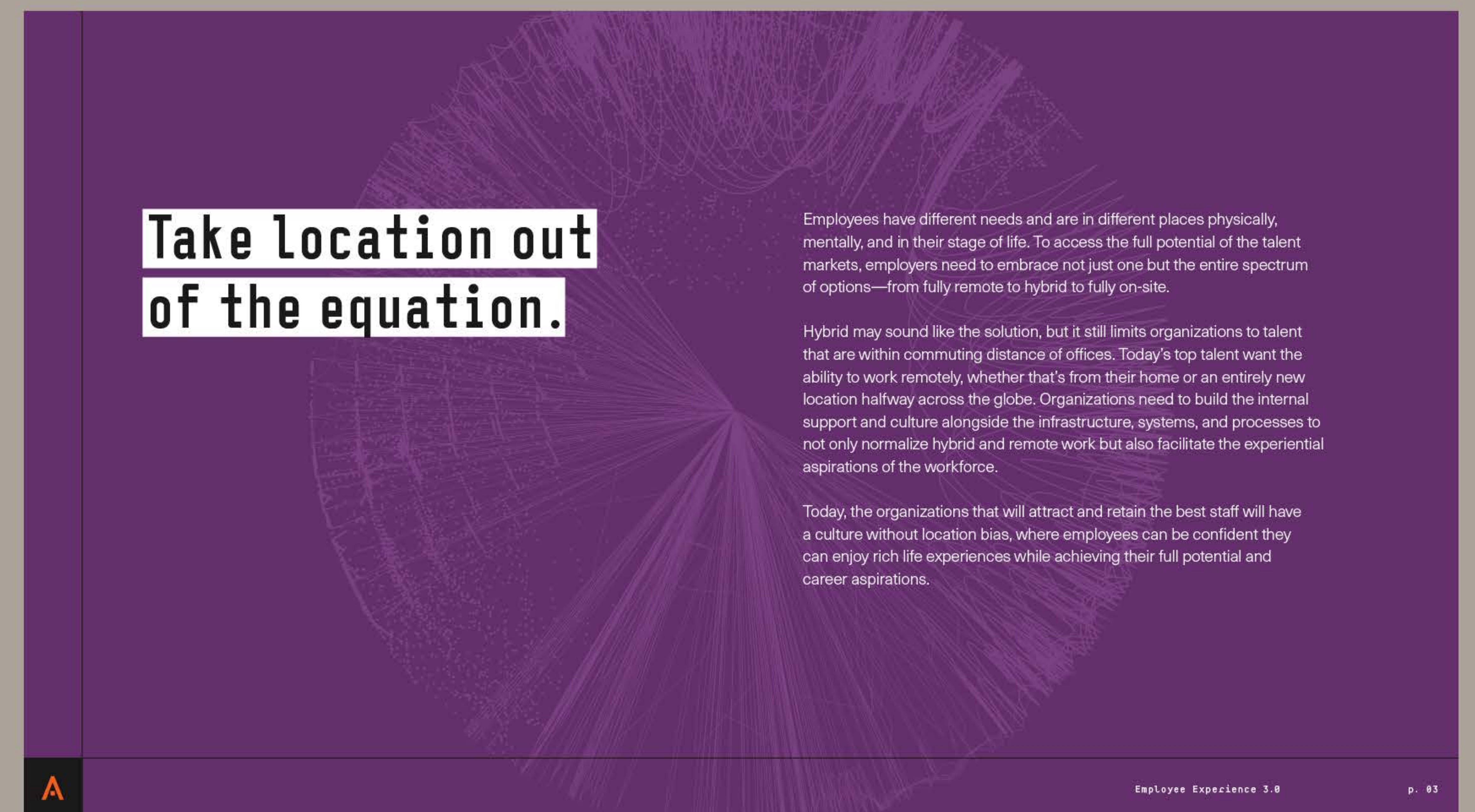
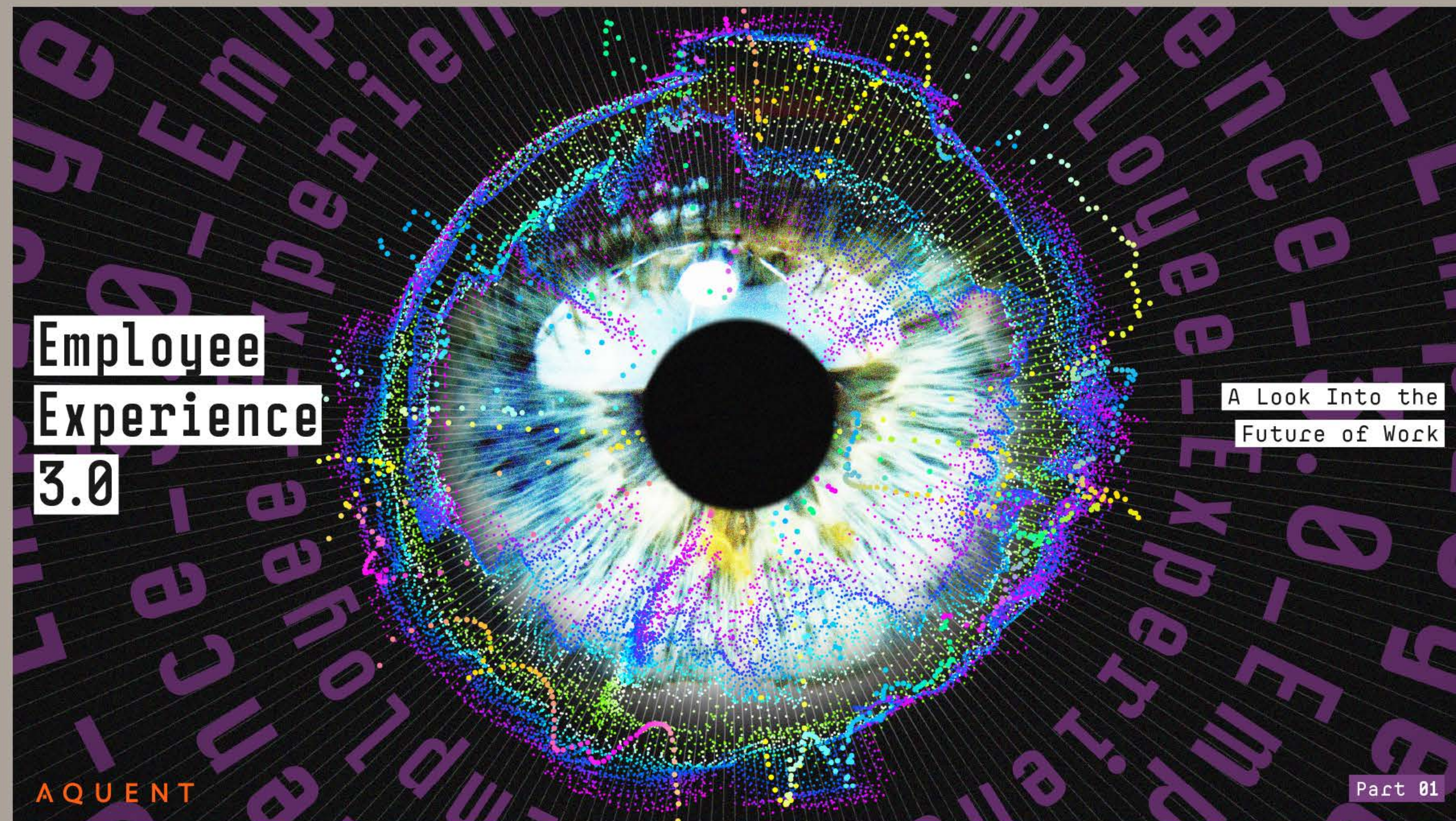


Employee
Experience
3.0

A Look Into the
Future of Work

AQUENT

Part 01



Take location out of the equation.

Employees have different needs and are in different places physically, mentally, and in their stage of life. To access the full potential of the talent markets, employers need to embrace not just one but the entire spectrum of options—from fully remote to hybrid to fully on-site.

Hybrid may sound like the solution, but it still limits organizations to talent that are within commuting distance of offices. Today's top talent want the ability to work remotely, whether that's from their home or an entirely new location halfway across the globe. Organizations need to build the internal support and culture alongside the infrastructure, systems, and processes to not only normalize hybrid and remote work but also facilitate the experiential aspirations of the workforce.

Today, the organizations that will attract and retain the best staff will have a culture without location bias, where employees can be confident they can enjoy rich life experiences while achieving their full potential and career aspirations.



**Where are your employees?
All over the map.**



“While they may have desired perceptions or personal needs, employees need to first be met where they are, and in the context of their particular work. Some blended accommodations and choices should be created and with the combined participation of all worker types.”

Bob Schwartz

Dean, Schools of Arts, Design & Business at Mount Mary University, Member of Aquent InsideOut Community



Younger workers are game for change.

Nearly everyone agrees that workflows, processes, policies, and collaboration tools have enabled employees to work from home effectively. But what about its impact on employees' well-being? According to our survey, younger workers are more optimistic about the success of remote opportunities from the standpoint of diversity, inclusion, equity, and belonging. Perhaps due to being fully immersed in digital platforms from a young age, they are more comfortable building relationships virtually. At the same time, their older colleagues place more value on in-person interactions and find it more difficult to experience belonging and inclusion in a remote or virtual setting.

Our survey also revealed that with age comes skepticism about workplace change. Although the opinion is overwhelmingly positive, those aged 56+ were less convinced than their younger counterparts that organizational culture had indeed evolved beyond the in-office experience. Could it be that they are feeling protective of the status quo, or feeling vulnerable as the world changes around them? The Great Resignation or Reflection has shown us that talent are clearly willing to walk away from the status quo and the organizations that refuse to evolve.

Q: I believe the culture of organizations has evolved to accommodate hybrid or remote working employees because:

Age Group	Diversity, inclusion, equity, and belonging policies and practices transfer to the hybrid experience	I don't believe organizational culture has evolved beyond the in-office experience
Ages 18-24	18.7%	9.3%
Ages 25-40	9.7%	13.1%
Ages 41-55	7.4%	13.7%
Ages 56+	5.5%	17%

Employee Experience 3.0

p. 14



Key takeaways and solutions.

So, what should your organization do to create an employee experience that meets the needs of your staff whether they want to work remote, hybrid, or in another country? Working with Dr. Terri Horton, we've created some recommendations to help you take the next step to create an employee experience that serves your organization today and in the future.

01.

Normalize hybrid work

Leaders must continue to build a culture that normalizes remote and hybrid work. That means mitigating proximity bias and alleviating guilt and fear that may be felt by remote workers. They need to create more opportunities that bring employees together to facilitate collaboration, creativity, innovation, and promote a sense of belonging. Additionally, organizations need to develop associated metrics and embed them into engagement and performance management practices.

Recommended Action: Just as many organizations have prioritized unconscious bias training, it is also critically important to prioritize proximity bias training. Organizations should reimagine leadership development programs that align with the realities of leading remote and hybrid teams, illuminate blind spots, provide modeling for coaching, and inspire remote employees to thrive.

02.

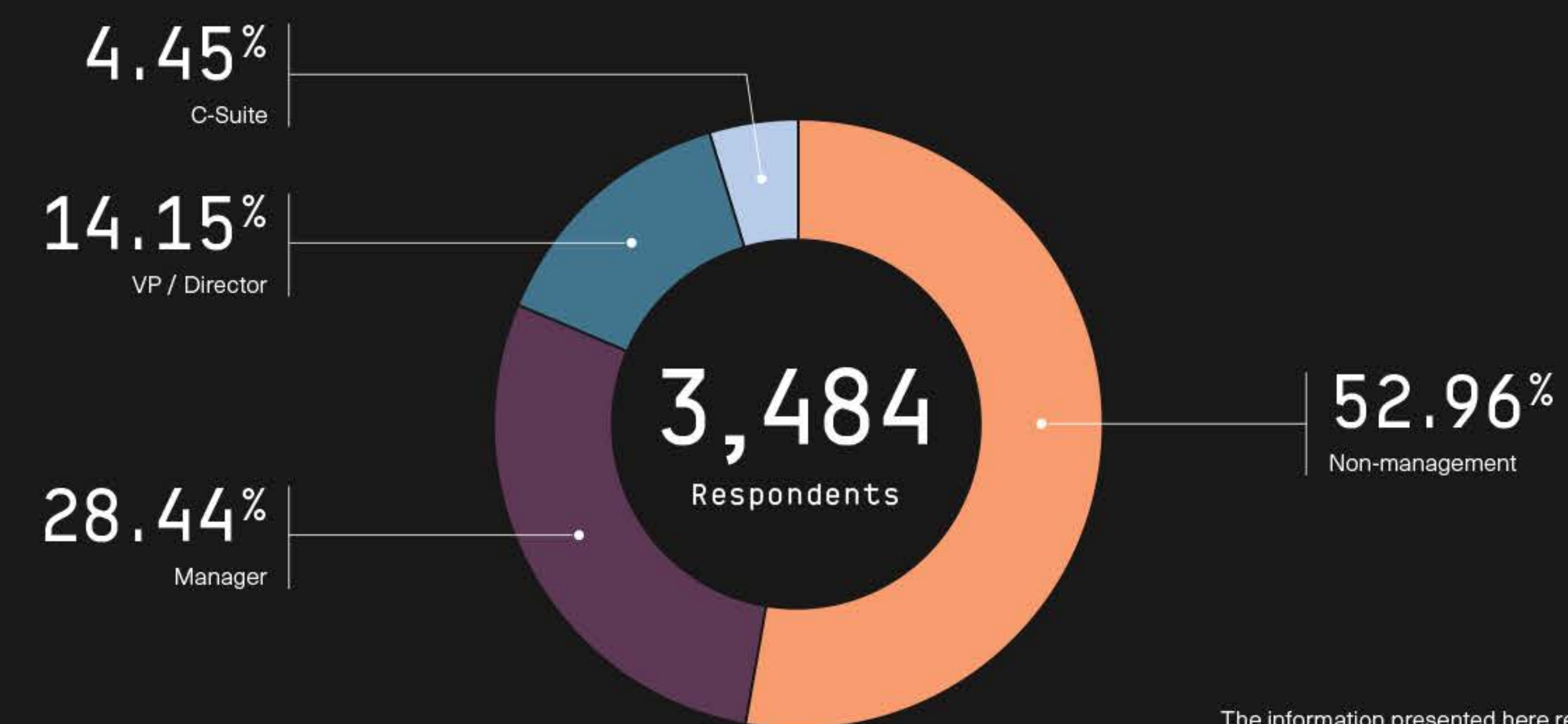
Win at employee experience

Employee experience is the new competitive advantage to hedge against resignations and quiet quitting, as well as navigating ever-changing employee perspectives about the role of work in their lives. Leaders should prioritize the employee experience as fervently as the customer experience, by frequently collecting data to uncover sentiment, unmet needs, and emerging / shifting preferences across employee segments. Additionally, they should use these insights to develop innovative strategies that foster remote and hybrid work, DEIB (Diversity, Equity, Inclusion, and Belonging), engagement, and retention.

Recommended Action: Employee attitudes about work are evolving and continue to be influenced by what's happening in their lives in response to increased external volatility, uncertainty, and complexity. Organizations should increase the frequency of pulse surveys to collect employee sentiment and experience data. These surveys should specifically explore how the external environment impacts employees' personal lives and intersects with their work and experiences.



The details on our data.



The information presented here reflects the results of a global survey conducted by Aquent and Vitamin T from June to July 2022 with 3,484 respondents. Additional data was also collected through LinkedIn polls on the Vitamin T and Aquent company pages. We engaged Dr. Terri Horton, MBA, MA, a recognized thought leader on the Future of Work, to help craft the survey questions and provide insights on the results.



AQUENT

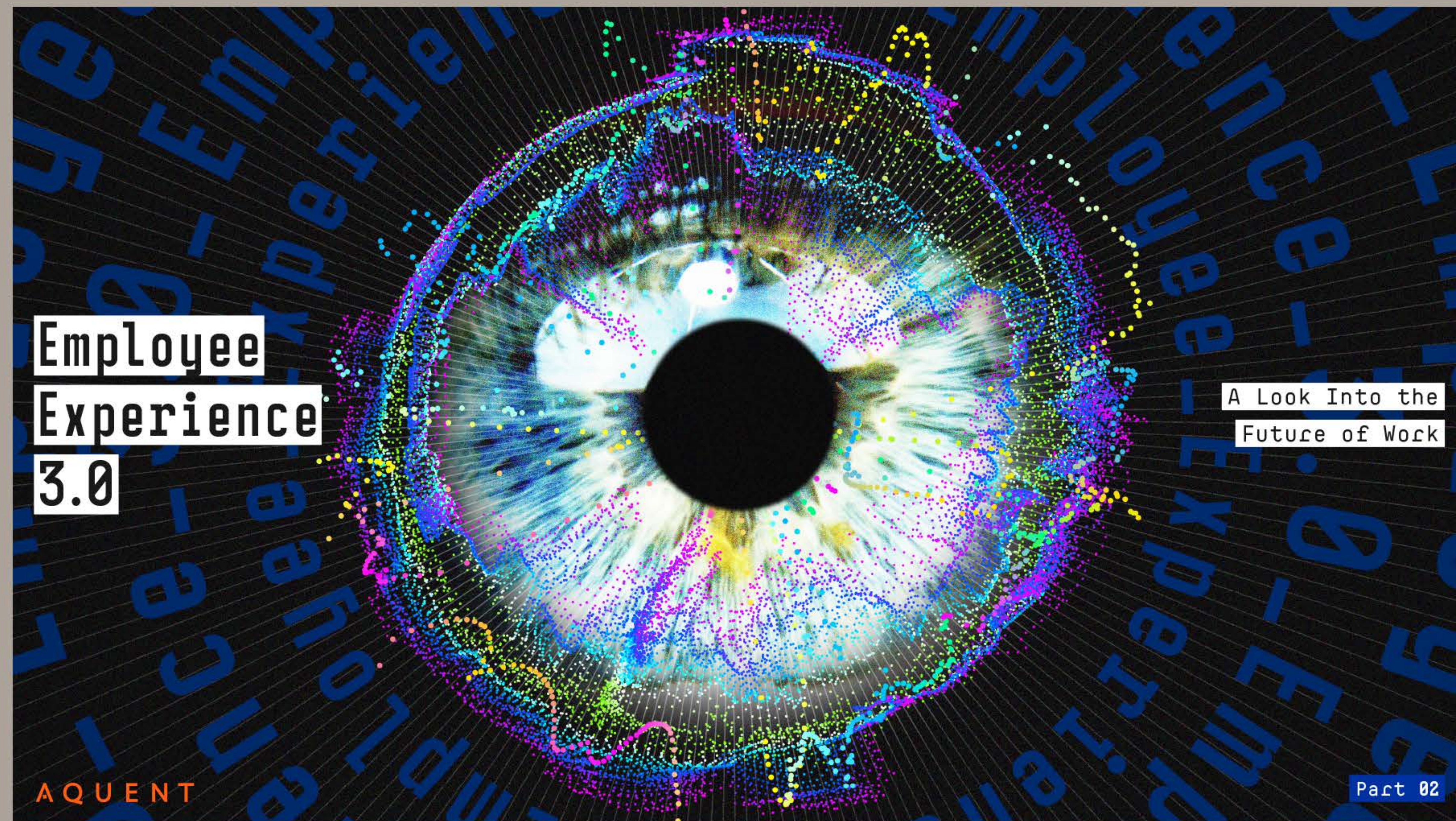
We are the leading global work solutions company. Through a range of brands and services, we help guide businesses toward the talent, technology, and resources they need to excel. From specialty recruiting and talent experience to creative strategy and project management, we're making the future of work better for everyone.

Learn more at [aquent.com](https://www.aquent.com).

Guest contributor:
Dr. Terri Horton MBA, MA



Dr. Horton is a widely recognized thought leader on the future of work, an international speaker, and a subject-matter expert with two global research consultancies. She was included in the Onalytica 2022 Who's Who in the Future of Work report as a key opinion leader and expert with high credibility and authority. She is a TEDx speaker and the author of "Force Majeure: A Futurist's Guide to Boldly Thriving on Your Terms in Future of Work."

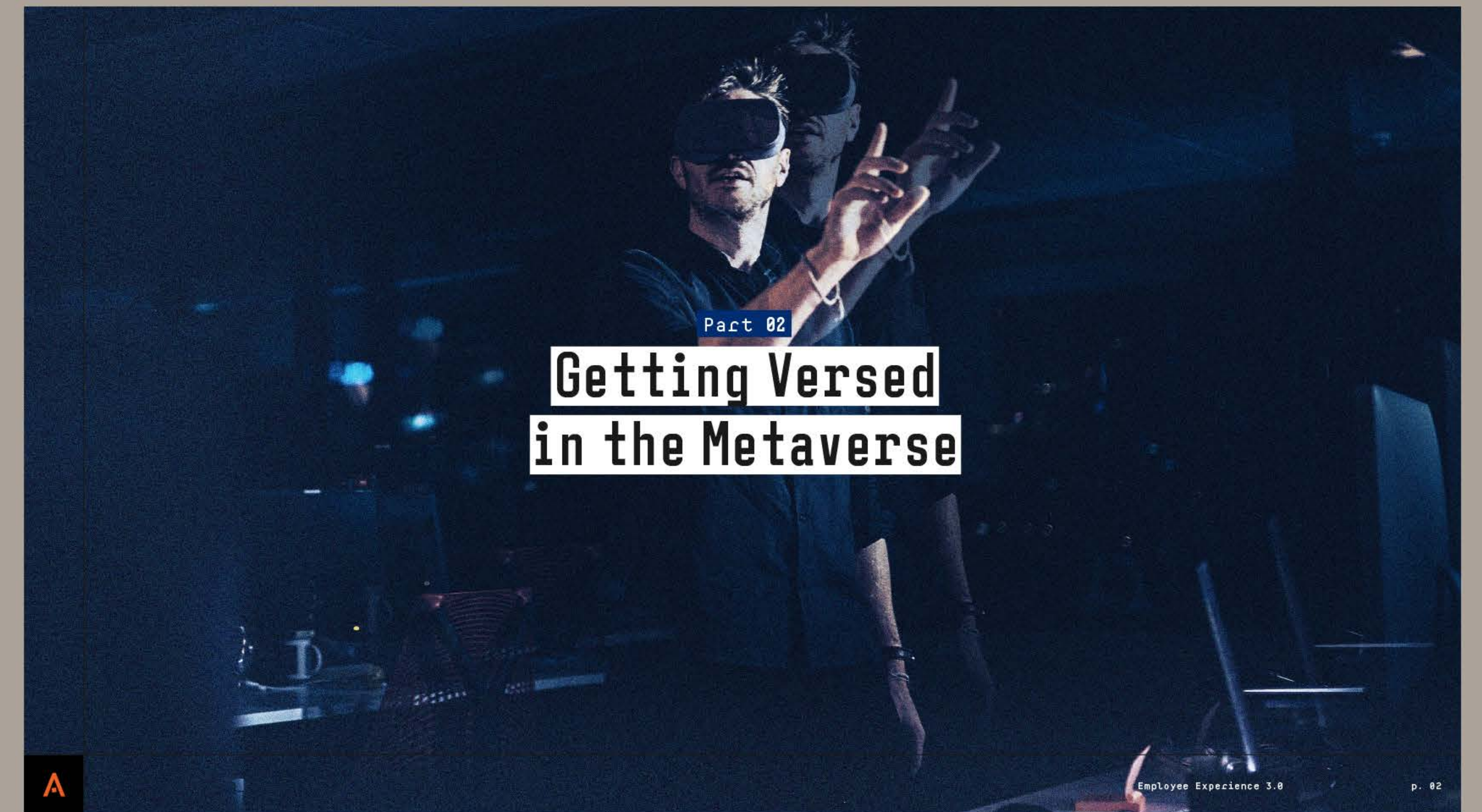


Employee Experience 3.0

A Look Into the Future of Work

AQUENT

Part 02



Getting Versed in the Metaverse

Part 02

Employee Experience 3.0 p. 02



Immersive worlds meet the business world.

The metaverse undoubtedly will transform how we work, live, socialize, and behave as consumers and employees. While we may be a few years away from its broad-scale implementation, brands are building out dynamic consumer experiences in the metaverse now. It will radically change how businesses interact with consumers, how work is done, what products and services are offered, and how they are made and distributed. With the global metaverse market estimated to grow to anywhere from \$1.6 trillion to \$5 trillion by 2030, companies and talent who are sitting on the sidelines will miss out on new opportunities.

Along with its vast potential for value creation, the metaverse will change the employee experience, including onboarding, training, and networking. Additionally, it will alter existing jobs and unleash new roles and career paths that were previously unimaginable. This report examines how employees and leaders view the transition to the metaverse, the future employee experience, and what matters to them most.

Employee Experience 3.0 p. 03



There's no doubt employees have doubts.



“There is a fight for top-tier talent at the moment...venturing into the metaverse is not only a great way to elevate the way you engage with your employees but a way to take your interactions with your customers to a whole new dimension.”

Lisa Teh
Co-Founder, Mooning,
a Web3 and Metaverse Agency

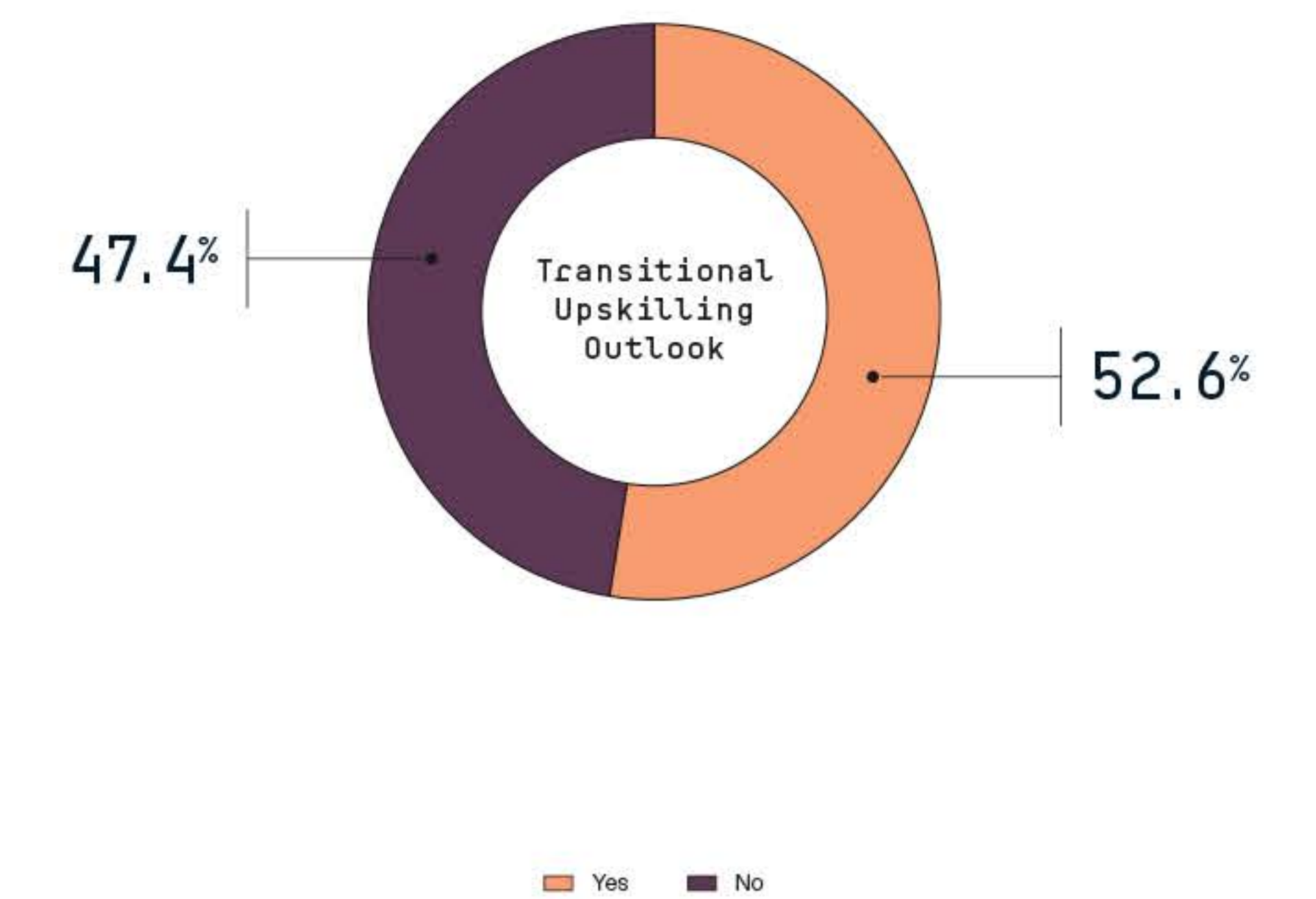


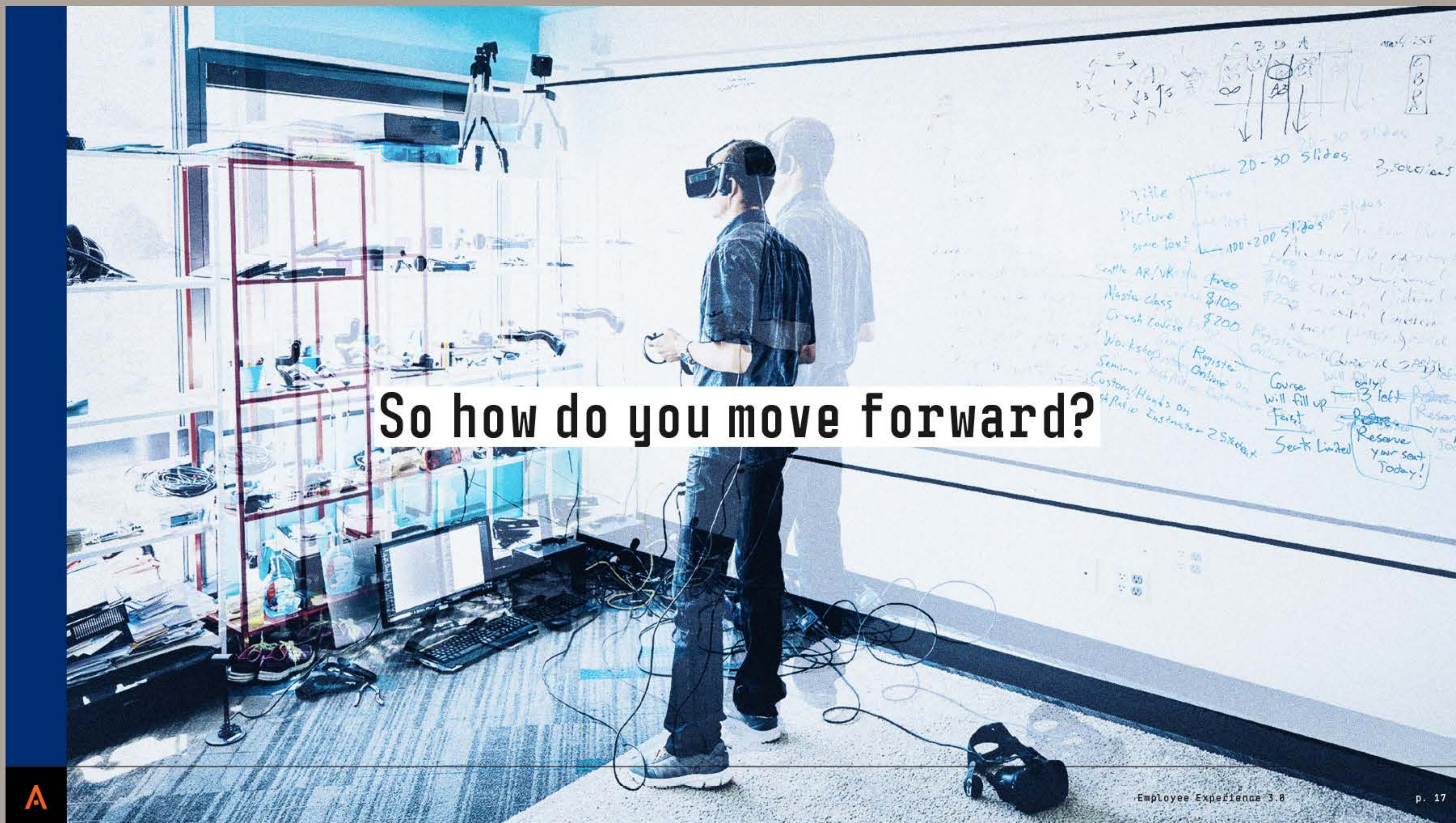
Surprisingly few aspire to take their skills to another dimension.

Maybe as a result of not believing their work will transfer, a whopping 47% of employees overall are “not interested” in developing their skills in preparation for metaverse brand and employee experiences.

What is driving this apathy? Could it be that the metaverse is too far off, being a number of years away from reaching its full potential? Is it a lack of visionary leadership at the senior levels of organizations? Or is it a lack of understanding of the kinds of roles that will transition into the metaverse? We think it's a combination of all three. Given that marketing, creative, and design roles (i.e., Game Designers, 3D Immersive Experience Designers, and Community Managers) will, in fact, be the architects of the metaverse, both talent and organizations should take steps today to prepare for the future.

Q: Do you plan to improve your knowledge or skills to transition into emerging metaverse roles?





Key takeaways and solutions.

So, how can you begin taking advantage of the opportunities the metaverse will bring in the coming years? We've created some recommendations to help you take the first steps.

01. Start the conversation without hesitation

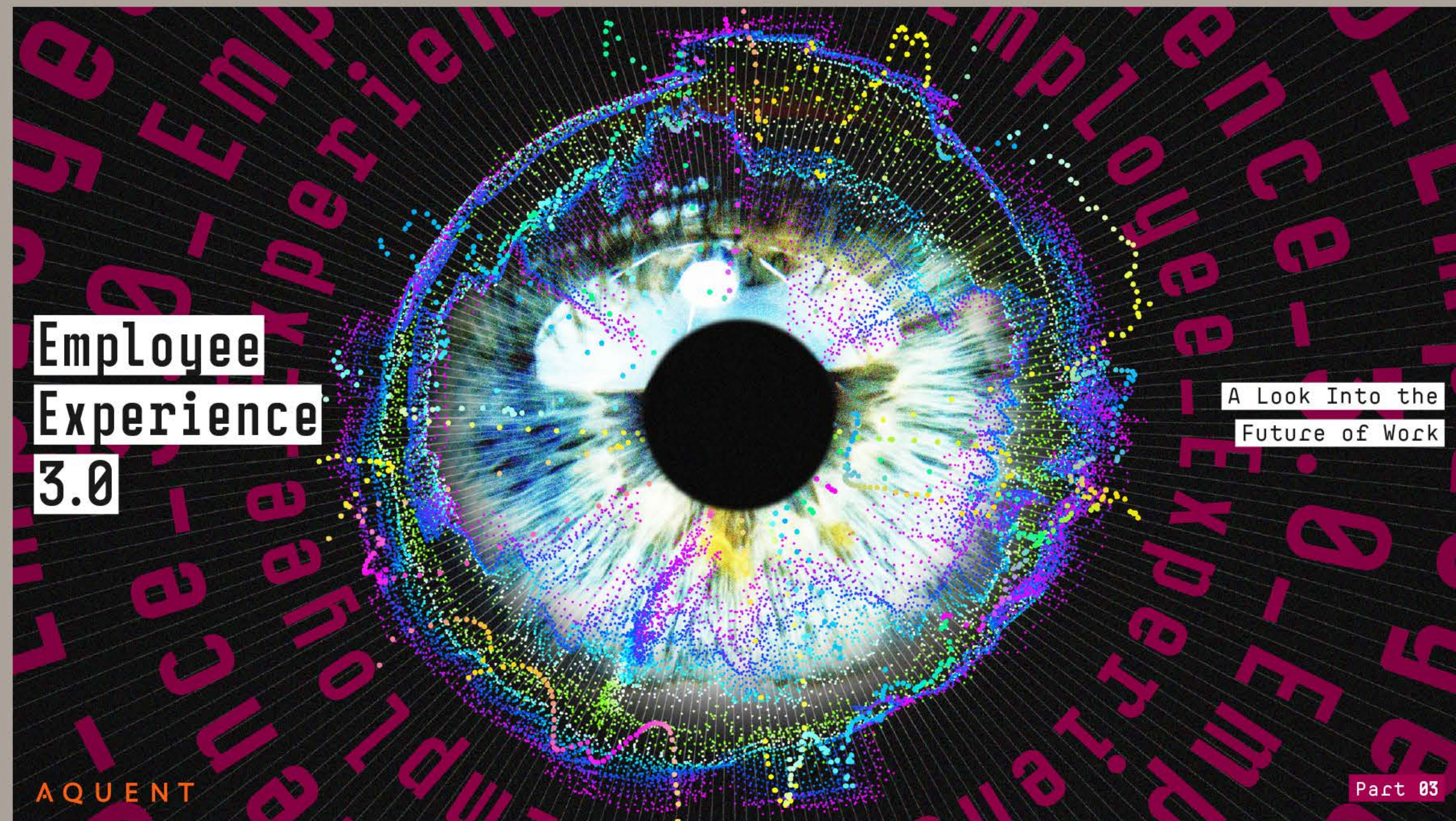
Leaders need to do more than linger in the "wait and see" space—while it may seem safe, it's actually a risky competitive position. Though a fully realized metaverse may be seven to 10 years away, winning strategies are already being formed. Now is the time to evaluate where the metaverse intersects with the customer and employee experience and begin connecting the dots to determine what metaverse strategies make sense for your organization.

Recommended Action: If you are not talking about the metaverse with your clients or consumers, they are probably wondering why. Even if you haven't built out a metaverse strategy, start the conversation and inquire about their perspectives, needs, and expectations about the role the metaverse will play in their future. The insights collected from this approach can also lay the foundation for the identification and development of strategies to begin upskilling and reskilling employees.

02. Get ahead of the learning curve

Today, only 15% of people know what the metaverse is and its potential power to transform how we live and work. So it's not surprising that many employees can't imagine how their work will be transformed. As a result, organizations may encounter some resistance and lag times in upskilling and reskilling employees, which can chip away at competitive advantage, learning and development initiatives, engagement, and retention.

Recommended Action: Assume that you don't know what you don't know. Start at square one—assess your employees' and leaders' level of awareness, knowledge, and competency in metaverse basics. Use these insights to develop a town-hall-style discussion to educate your team on how the metaverse is transforming your industry and its potential impact on specific business units and customer segments. Follow up with a variety of learning approaches, from microlearning (short learning bursts) to specially curated, formal training for your industry and company.



We're entering an age of alternative payroll.

Cryptocurrency, digital assets, on-demand pay ... We asked talent worldwide about some of the most future-facing trends, and reveal what and how they want to be paid in the years to come. (How much they are paid is covered in our [2023 Salary Guide](#).)

Technology is expanding payroll capabilities as well as expectations, with employees envisioning more pay options, autonomy, and speed. Employees are asking why not add cryptocurrency to the pay mix? Or access wages whenever I want, instead of a fixed pay period? Or receive NFTs that might become valuable collectibles?

Cryptocurrency was, of course, the most polarizing topic. But despite a year marked by volatility, market crashes, and lawsuits, optimists still view cryptocurrency as a viable form of currency, albeit a highly speculative one. One in five American adults has owned it, and retirement savers can even hold cryptocurrency alongside stocks and mutual funds in their 401(k).

Now is the time to start exploring emerging pay preferences that could give early adopters an advantage in hiring and retaining the best talent.



Workers are saying yes to NFTs, but only in small doses.



“As employers continue to downshift in response to current and looming economic headwinds, they must not lose sight of the impact of employee compensation on engagement and retention strategies—and emerging preferences around pay.”

Dr. Terri Horton, MBA, MA

Author, *Force Majeure: A Futurist's Guide to Boldly Thriving on Your Terms in the Future of Work.*



Those who choose crypto would rather go big than go safe.

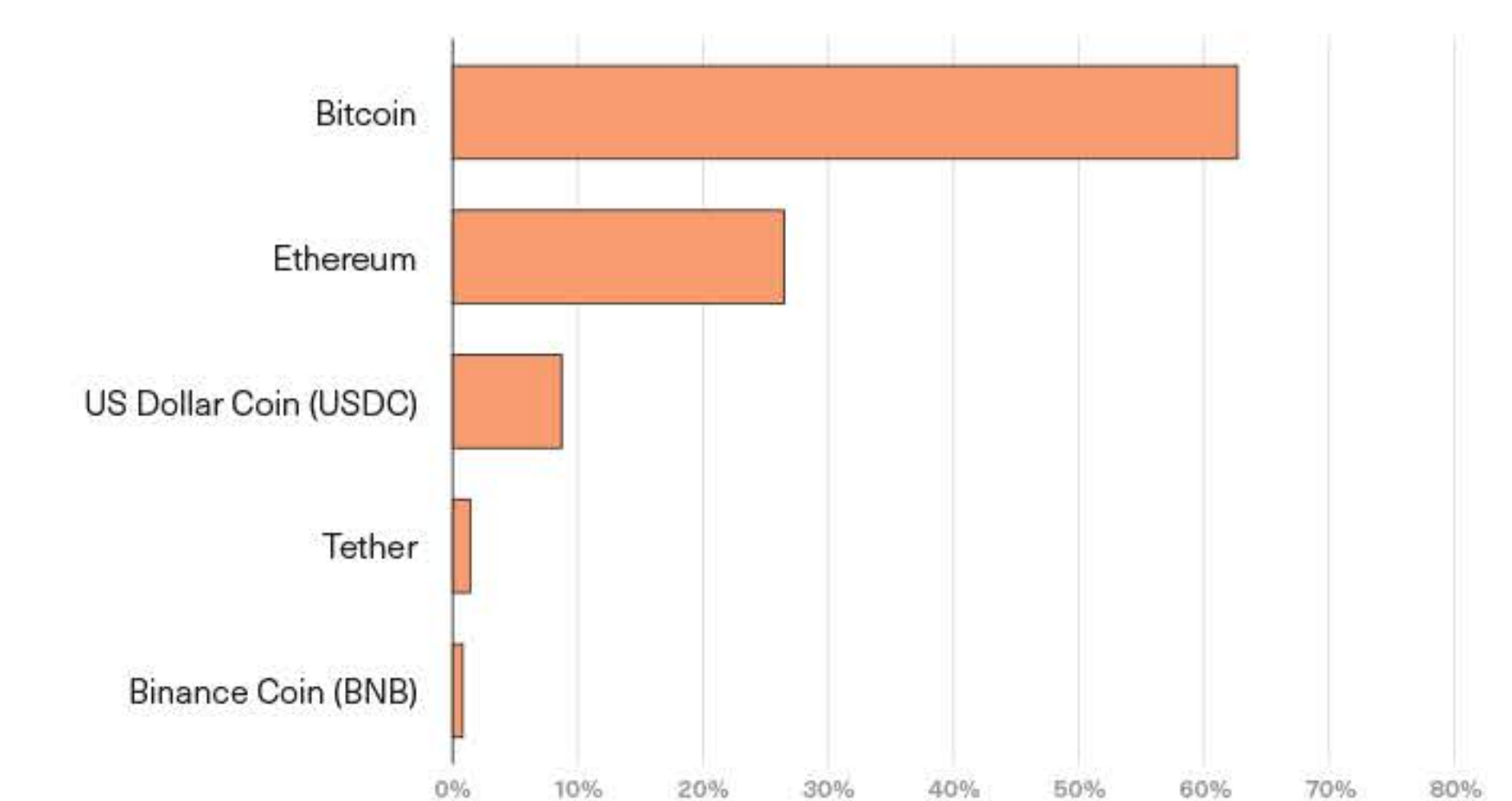
It's no surprise that the two most well-known cryptocurrencies, Bitcoin and Ethereum, pave the way in terms of popularity and investment appetite. And it's a sentiment that holds true across the age generations.

By choosing Bitcoin (62.7%) and Ethereum (26.5%) rather than stablecoins USDC (8.7%) and Tether (1.4%), employees make it clear that their goal is to make money, and they believe crypto investments will rise in value. Stablecoins are most popular with the baby boomer generation. Pegged to the U.S. dollar and 100% backed by cash reserves, stablecoins are designed to be a non-volatile store of value, which offers interest in the range of 5–20% but no potential to increase in value.

While the cryptocurrency market crashed in the latter half of 2022, there's the old saying, "what goes down must go up." As an investment, digital currency holds major potential. Even though it's considered speculative, those choosing to jump into the market are obviously looking for big wins.

Stablecoin: A type of cryptocurrency with its value pegged to a currency and backed by physical assets.

Q: Which of the top cryptocurrencies are you most likely to prefer?





Key takeaways and solutions.

So, how can you start rethinking compensation models now to attract and retain the best talent for the years to come? Working with Dr. Terri Horton, we've created three recommendations to help you take the next steps to embrace the future of work.

01. Begin cautiously, but get started

The issue of compensation is one of the core drivers of the Great Resignation and the recent Quiet Quitting phenomenon. Despite market volatility, flexibility around the structure of compensation to include cryptocurrency is increasingly attractive to millennial and Gen Z workers. Therefore, reimagining compensation models that leverage blockchain technology to introduce cryptocurrency into the compensation mix, can serve as a future-focused strategy for recruiting and retaining top millennial and Gen Z talent and demonstrate a commitment to the long-term financial interests of employees.

Recommended Action: Begin cautiously, as the cryptocurrency market has experienced a significant amount of volatility and uncertainty, and contemplating the infusion of cryptocurrency into pay may cause trepidation for some employees. Start by assessing the level of general knowledge employees have about cryptocurrency. Follow up with FAQs and use cases on how cryptocurrency is being introduced into the compensation mix. Conduct a survey to collect data on what components of compensation and to what extent employees might be interested in introducing cryptocurrency into their compensation. Use the insights to map next steps in exploring viability.



Pact #1

Creating a Workplace That Works

EMPLOYEE EXPERIENCES 3.0

Take location out of the equation.

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Hybrid may sound like the solution, but it still brings organizations to talent that are within commuting distance of offices. Today's top talent want the ability to work remotely, whether that's from their home or an entirely new location halfway across the globe. Organizations need to build the internal support and culture alongside the infrastructure, systems, and processes to not only normalize hybrid and remote work but also facilitate the experiential aspects of the workforce.

Today, the organizations that will attract and retain the best staff will have a culture without location bias, where employees can be confident they can enjoy rich life experiences while achieving their full potential and career aspirations.

EMPLOYEE EXPERIENCES 3.0

Where are your employees? All over the map.

EMPLOYEE EXPERIENCES 3.0

Get up to speed with the digital nomad.

Just when you were getting a handle on work-from-home, employees now have to work from anywhere. Our survey revealed that at least 10% of employees of all ages and backgrounds want to work remotely as a "digital nomad" within the next 12 months. Of those, over 50% prefer a 3-5 month time frame—70% for the 50+ age group. The results from our 2022 survey indicate the time to become a digital nomad was never higher, at 72%.

A location-independent, work-anywhere model is a competitive advantage that has already been recognized by the most forward-thinking companies. Spotify's "Work From Anywhere" remote work policy states, "We don't care where you go, it's something you do." According to a Deloitte report, 87% of employees looking for a new job said it was important that their new job allows them to be anywhere, which underscores why companies need to consider this approach.

Many nomads from Portugal go to India to build new remote teams while allowing workers at foreign companies to stay for six months to five years. This, plus a burgeoning "visa as a service" model that streamlines systems, and processes to facilitate the movement or risk (insurance) transfer and a reduced talent pool.

Digital nomad: A location-independent, technology-enabled lifestyle allowing one to travel and work remotely.

EMPLOYEE EXPERIENCES 3.0

Q: Do you plan to work as a digital nomad within the next one to three years for at least?

60% of respondents plan to work as a digital nomad

EMPLOYEE EXPERIENCES 3.0

"Any senior role now transcends locations, and needs people to work with teams across the world. I think the most important requirements for global working would be data security, a good video calling service, collaborative tools, insurance, and a formal contract."

Kelly M.
Global Program Manager, Fortune 500 Tech Firm
Digital nomad working in Dubai

EMPLOYEE EXPERIENCES 3.0

Q: If you plan to work as a digital nomad, which of these policies are most important to you?

Global location flexibility	55%
Formal contract	45%
Paid insurance	40%
Integrated work/life	35%
Established working hours	30%
Data security	25%
Tax guidance	20%
Paid work/life compensation	15%

EMPLOYEE EXPERIENCES 3.0

"We are on the cusp of a major employee-driven transformation to a whole new way of working. The opportunity for employers to embrace this future is equally profound. To do so, we need to reset our idea of normal work to be flexible work."

Dr. Sean Gallagher
Director, Center for the New Workplace
Swinburn University of Technology, Australia

EMPLOYEE EXPERIENCES 3.0

For employees, it's all about the where and when.

Instead of how much they work, today's talent clearly place more importance on deciding where and when they work. Globally, more than 70% plan to flex their work schedules, and 60% plan to adjust their work location. And flexible hours came second in the ability to work when they want, also to be most preferred. A study showed that employees worked fewer hours when at home but increased hours on the weekend and evenings, highlighting how the structure of the working week is changing.

In North America, the difference is even more striking. Three years ago, reduced vacation or leave was a primary non-retention strategy, with 78% of U.S. employees expressing interest. But according to our latest findings, it has lost its status as a trendy perk to attract the best talent. Same fact, reduced vacation has been on our radar and the U.S. Americans take just 14 days off per year on average, versus 28 days for Europeans, with much of the paid time off going unused.

EMPLOYEE EXPERIENCES 3.0

Q: Which flexible work policies do you believe would contribute most to your work-life balance?

Full flexibility: on-site, remote, or hybrid	55%
Flexible hours	45%
4-day work week	35%
Unlimited vacation	25%
Annual office shutdown period	15%

EMPLOYEE EXPERIENCES 3.0

Workplace preferences are a generational thing.

EMPLOYEE EXPERIENCES 3.0

Pact #2

Getting Versed in the Metaverse

EMPLOYEE EXPERIENCES 3.0

Immersive work meets the business world.

EMPLOYEE EXPERIENCES 3.0

"There is a fight for top-tier talent at the moment...venturing into the metaverse is not only a great way to elevate the way you engage with your employees but a way to take your interactions with your customers to a whole new dimension."

Lisa Teh
Co-Founder, Moxing
a Think and Measure Agency

EMPLOYEE EXPERIENCES 3.0

Staying ahead means thinking ahead.

EMPLOYEE EXPERIENCES 3.0

What's your metaverse strategy? Employees want to know.

If you're not thinking about your metaverse strategy your employees will know. Over 50% of people surveyed want to work for a company that's proactively pursuing the metaverse with a strategy to engage customers.

As part of the next evolution of the internet, the metaverse will radically change how companies connect with and engage customers. By immersing clients, digital environments as centers people can shop, play, learn, and interact from anywhere. Early adopters like Meta, Google, Samsung, Epic Games, NVIDIA, and Chipotle have begun making their clients to help progress and branding opportunities in the metaverse.

While some organizations have embraced this channel and opportunity, many are taking a "test and see" approach. But the majority of employees clearly agree that they would prefer to work for a company that is taking action and invested in the future.

Metaverse: A virtual reality space where users can interact with a computer-generated environment and other users.

EMPLOYEE EXPERIENCES 3.0

Q: How important is it to you to work for an organization that has developed or is creating a metaverse strategy for customers?

56.5% Important, 43.5% Not important

EMPLOYEE EXPERIENCES 3.0

Boldly go? Or wait and see?

Leaders are still first to admit it—they're not hugging about when developing metaverse experiences in the metaverse. Over 28% of CEOs and Directors agreed that organizations are prepared and able to move. While not leading the pack, 78% believe it's necessary to have a budget to access necessary hardware, limited availability around virtual experiences and their privacy, and possibly a host of other issues that could be contributing to the sluggishness.

Employees agree with leaders—nearly one-third (29%) of them said that they don't believe companies are embracing the metaverse to really the future of work. With hybrid and remote work, the metaverse provides the opportunity to both increase connectivity and connectivity in new and exciting ways, but companies have been slow to react.

Nevertheless, only 15% of leaders are confident that companies are headed in the right direction with their metaverse strategy. Organizations that hedge and figure out how to create and implement a strategy will have a competitive advantage over those companies sitting on the sidelines.

EMPLOYEE EXPERIENCES 3.0

Q: I believe that organizations are moving in the right direction and at the right pace as the future of work continues to unfold and emerge in the metaverse.

33.1% Yes, 51.5% No, 15.4% Unsure

EMPLOYEE EXPERIENCES 3.0

"Small steps toward exploring the metaverse can make a huge difference to today's workers, who look for companies investing in their learning and growth. Creating a space for learning will generate excitement and new connections that bring a remote-first workforce together to drive business forward."

Susie Kelly, Aquant
Product, Community & Customer Engagement
Measurement Innovation Team

EMPLOYEE EXPERIENCES 3.0

Employee experiences are going virtual.

When it comes to employee experience, opportunities are endless in a virtual world of interactions that the metaverse has to offer. Both connectivity, community, and engagement. Employees are ready for the future and more than 80% of them agree that the quality of a company's work processes and experiences would transfer to the metaverse. While 10% cannot imagine this type of interaction, with confidence that the field is taking a first of awareness and understanding of the metaverse and the opportunity it brings.

Employee experiences regarding the metaverse transition led were retention and immersive learning, team training, and onboarding. However, age groups showed some varying preferences. Gen Z respondents under 40 years old preferred the metaverse for recruitment and onboarding, but would rather connect in person for onboarding, one-on-one meetings, and mentor-mentor conversations. These age 25+ favor attending social and corporate events in person versus online.

EMPLOYEE EXPERIENCES 3.0

Q: What processes and employee experiences do you believe could transition into the metaverse?

Immersion and interactive learning experiences	55%
Team meetings	45%
Onboarding	40%
Recruitment, workplace tours	35%
Interviews and assessments	25%

EMPLOYEE EXPERIENCES 3.0

Pact #3

Decoding the Future of Pay

EMPLOYEE EXPERIENCES 3.0

We're entering an age of alternative payroll.

Cryptocurrency, digital assets, on-demand pay... We asked talent worldwide about some of the most future-facing trends, and reveal what and how they want to be paid in the years to come. (How much they are paid is covered in our 2022 Salary Guide).

Technology is expanding payroll capabilities as well as expectations, with employees envisioning more pay options, autonomy, and speed. Employees are asking: Will I add cryptocurrency to the pay mix? Or access wages whenever I want, instead of a fixed pay period? Or receive MPAs that might become valuable collectibles?

Cryptocurrency was, of course, the most polarizing topic. But despite a year marked by volatility, market crashes, and lawsuits, optimism still view cryptocurrency as a viable form of currency, albeit a highly speculative one. One in five American adults has owned it, and retirement savers can own hold cryptocurrency alongside stocks and mutual funds in their 401(k).

Now is the time to start exploring emerging pay preferences that could give early adopters an advantage in hiring and retaining the best talent.

EMPLOYEE EXPERIENCES 3.0

There's been a shift in how millennial and Gen Z workers want to get paid.

EMPLOYEE EXPERIENCES 3.0

"As employers to current and future employees must not lose sight of compensation strategies—"

EMPLOYEE EXPERIENCES 3.0

Younger generations want cryptocurrency in the mix.

While 54% of survey respondents give the idea a hard "no," many are open to receiving part of their pay in cryptocurrency with younger generations leading the charge. Roughly 54% of employees are wanting to include, with millennials and Gen Z leading the way. The most open, aged 18-29, are open 60% and 50% respectively and would be more than 50%. An investigation survey found that millennials are the most invested—58% already own cryptocurrency with two subcategories wanting to use one. And 1/3 of millennials are also more likely to use one. And 1/3 of millennials are also more likely to use one.

Nearly 1/3 of our survey respondents are "open" or "very open" to receiving cryptocurrency as part of their pay mix. The numbers were even higher in our 2022 survey. Millennials are 60%, while many claim to be "not very open" (28%), they don't go so far as to be "nope," as they are generally wanting to go to the moon.

Cryptocurrency: A digital asset backed by a token or code that functions as a medium of exchange, store of value, and unit of account, with its value based on supply and demand.

EMPLOYEE EXPERIENCES 3.0

Q: How open are you to receiving a portion of your compensation in cryptocurrency?

46% of respondents are wanting to receive a portion of their pay in cryptocurrency

EMPLOYEE EXPERIENCES 3.0

Some are risking it on crypto, while others are still waiting.

EMPLOYEE EXPERIENCES 3.0

People are willing to wager their paycheck. But how much?

Out of the respondents who are open to cryptocurrency, over 42% of employees would agree to give up 10% of their pay, while a majority would agree to give up 20%. The remaining 20% are more conservatively, with 10% willing to give up more than 10% of their paycheck.

Participation may grow over time as the cryptocurrency market regains its momentum and becomes more regulated, however, cryptocurrency is only a small percentage of the total pay. While many employees may see cryptocurrency as a risky, that could change, since 20% of those who agreed to "wager" their pay, they are "wagering" a total of 10% in employees.

It's important to note that this survey was taken in Q2 2022 while the crypto market was crashing. Additionally, the stock market was experiencing a great deal of volatility due to inflation and fears of recession, so respondents may have been thinking more cautiously.

EMPLOYEE EXPERIENCES 3.0

Q: If you are open, what percentage of your salary would you like paid in cryptocurrency?

10%	42%
20%	35%
30%	15%
40%	8%
50%	2%

EMPLOYEE EXPERIENCES 3.0

Those who choose crypto would rather go big than go safe.

It's no surprise that the two most well-known cryptocurrencies, Bitcoin and Ethereum, have the most interest from employees and investors worldwide. And it's a sentiment that holds across the age spectrum.

By choosing Bitcoin (62.7%) and Ethereum (35.5%) rather than altcoins (10.8%), employees make it clear that their and their family's money and investments are more important than one-time value. Stakeholders are more likely to go with the "big" source of investment. Regarded as the U.S. dollar and 100% backed by cash reserves, altcoins are designed to be a non-volatile store of value, which offers interest in the long term, but is not intended to be used as a store of value.

While the cryptocurrency market crashed in the year of 2022, there's still a strong belief in the future of crypto. As an investment, digital currencies are still a hot topic, even though it's considered speculative. Those choosing to jump into the market are already looking for big wins.

Bitcoin: A type of cryptocurrency with its value pegged to a currency and backed by physical assets.

EMPLOYEE EXPERIENCES 3.0

Q: Which of the top cryptocurrencies are you most likely to prefer?

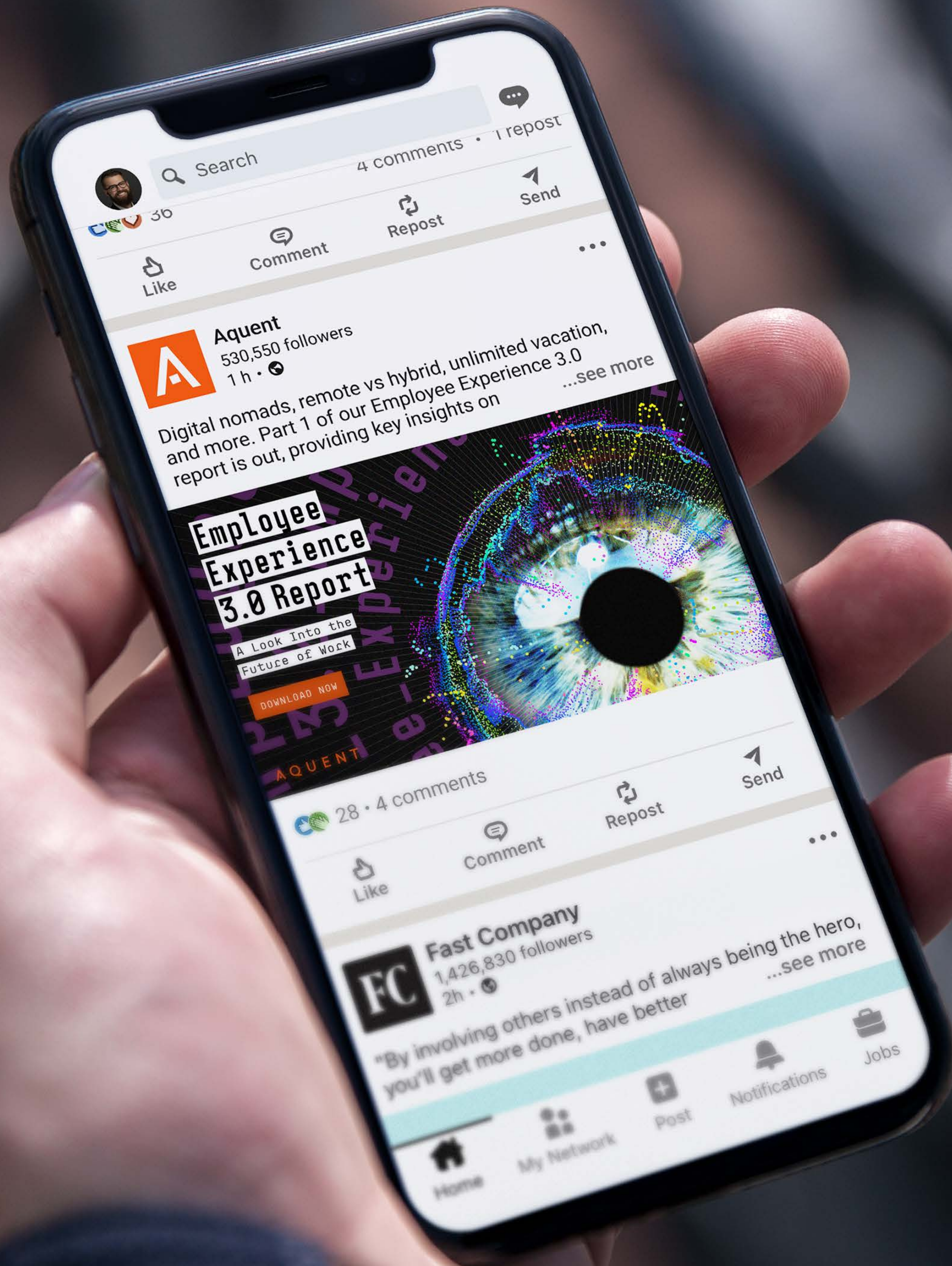
Bitcoin	62.7%
Ethereum	35.5%
US Dollar (USD)	10.8%
Other	10.8%
Bitcoin Cash (BCH)	10.8%

EMPLOYEE EXPERIENCES 3.0

At the heart of any successful rewards and compensation strategy is the ability to empathize with the needs of your workforce. We're just beginning to see use cases for blockchain-supported compensation, so this is your chance to innovate and lead."

Mate Eschin
Metaverse Product Leader, Aquant

EMPLOYEE EXPERIENCES 3.0



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Digital nomads, remote vs hybrid, unlimited vacation, and more. Part 1 of our Employee Experience 3.0 report is out, providing key insights on ...see more

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A Look Into the Future of Work

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Digital nomads, remote vs hybrid, unlimited vacation, and more. Part 1 of our Employee Experience 3.0 report is out, providing key insights on the future of work. If you want the stats on how to create a workplace that works ...see more



Employee Experience 3.0 Report
A Look Into the Future of Work
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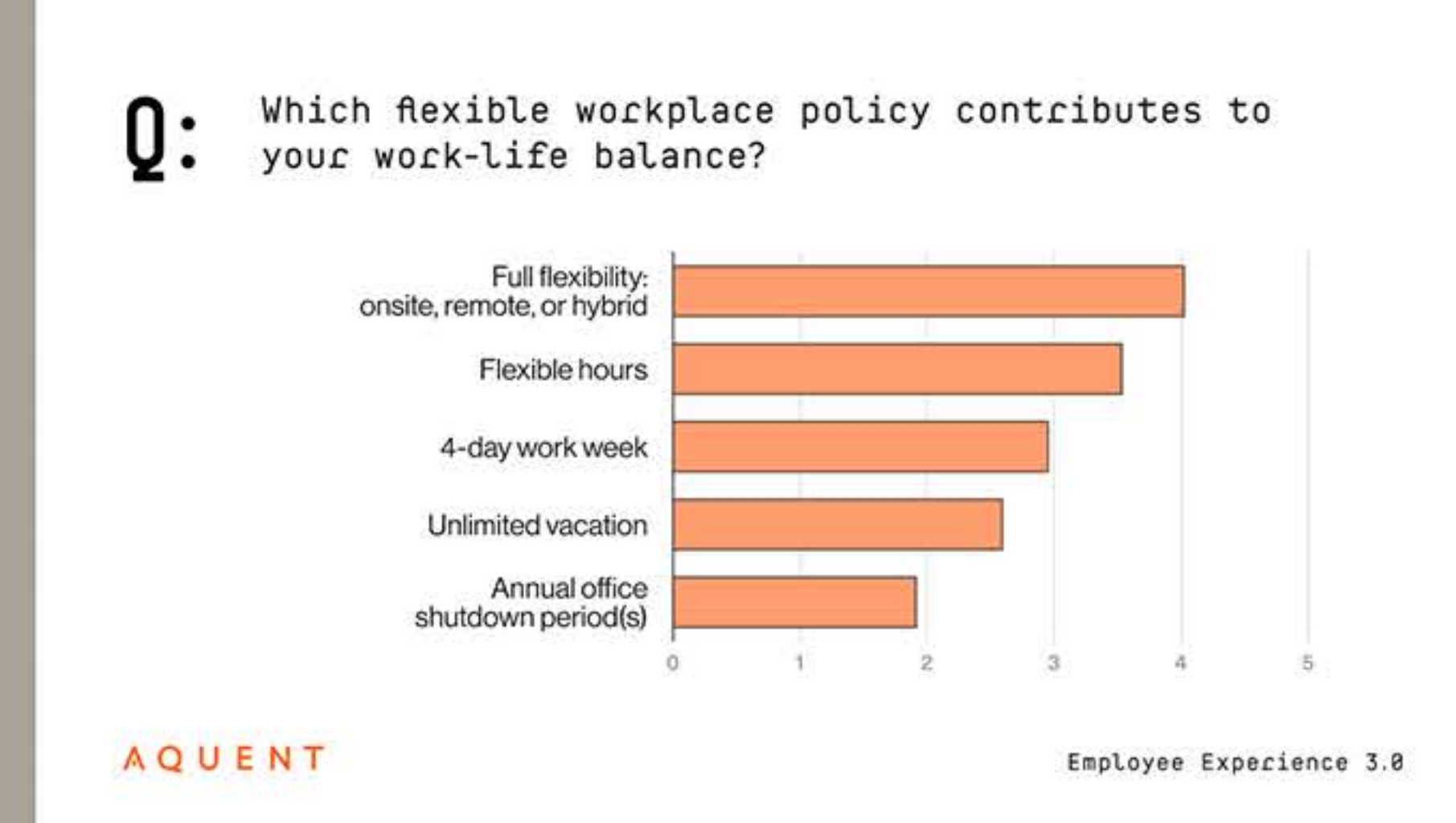
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What do your employees want? In our global talent survey, flexibility ranked higher than unlimited vacation or the 4-day workweek. Download the report for detailed insights on the future of work, plus an action plan for your ...see more

Q: Which flexible workplace policy contributes to your work-life balance?




Policy	Percentage
Full flexibility: onsite, remote, or hybrid	40%
Flexible hours	35%
4-day work week	30%
Unlimited vacation	25%
Annual office shutdown period(s)	20%

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What does it mean to be a Digital Nomad? It's all about living a location-independent, technology-enabled lifestyle that allows one to travel and work remotely. With more than 60% of employees surveyed interested in ...see more



Where are your employees? All over the map.

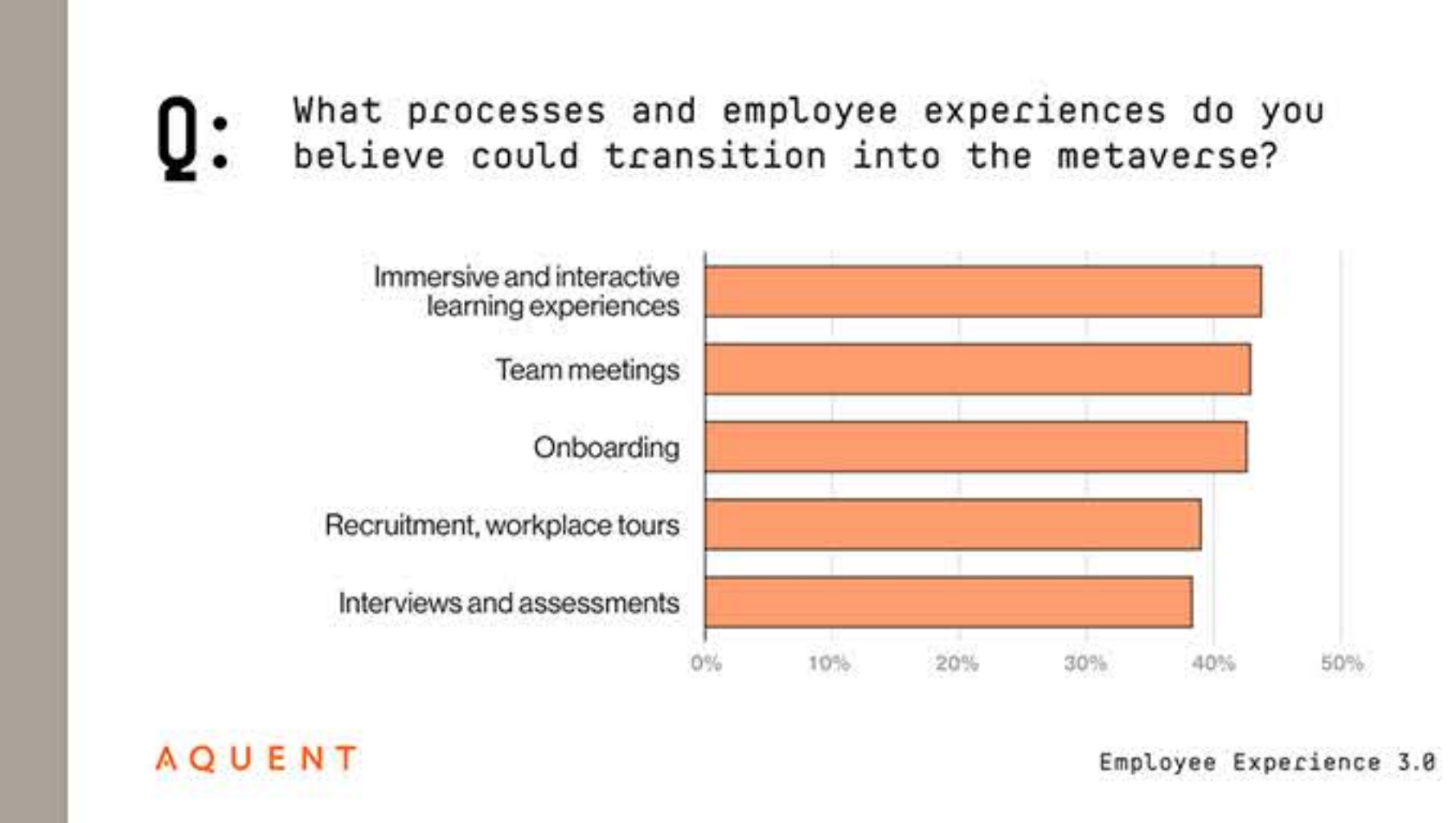
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Is your company infrastructure ready for the future? More than 80% of employees surveyed agree that some aspects of a company's work processes and experiences should transition to the metaverse. Get our report for ...see more

Q: What processes and employee experiences do you believe could transition into the metaverse?




Process/Experience	Percentage
Immersive and interactive learning experiences	45%
Team meetings	40%
Onboarding	35%
Recruitment, workplace tours	30%
Interviews and assessments	25%

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Ready for the metaverse with a company-wide strategy? If not, get part 2 of our report to better understand employee expectations and access an actionable plan to get started. ...see more



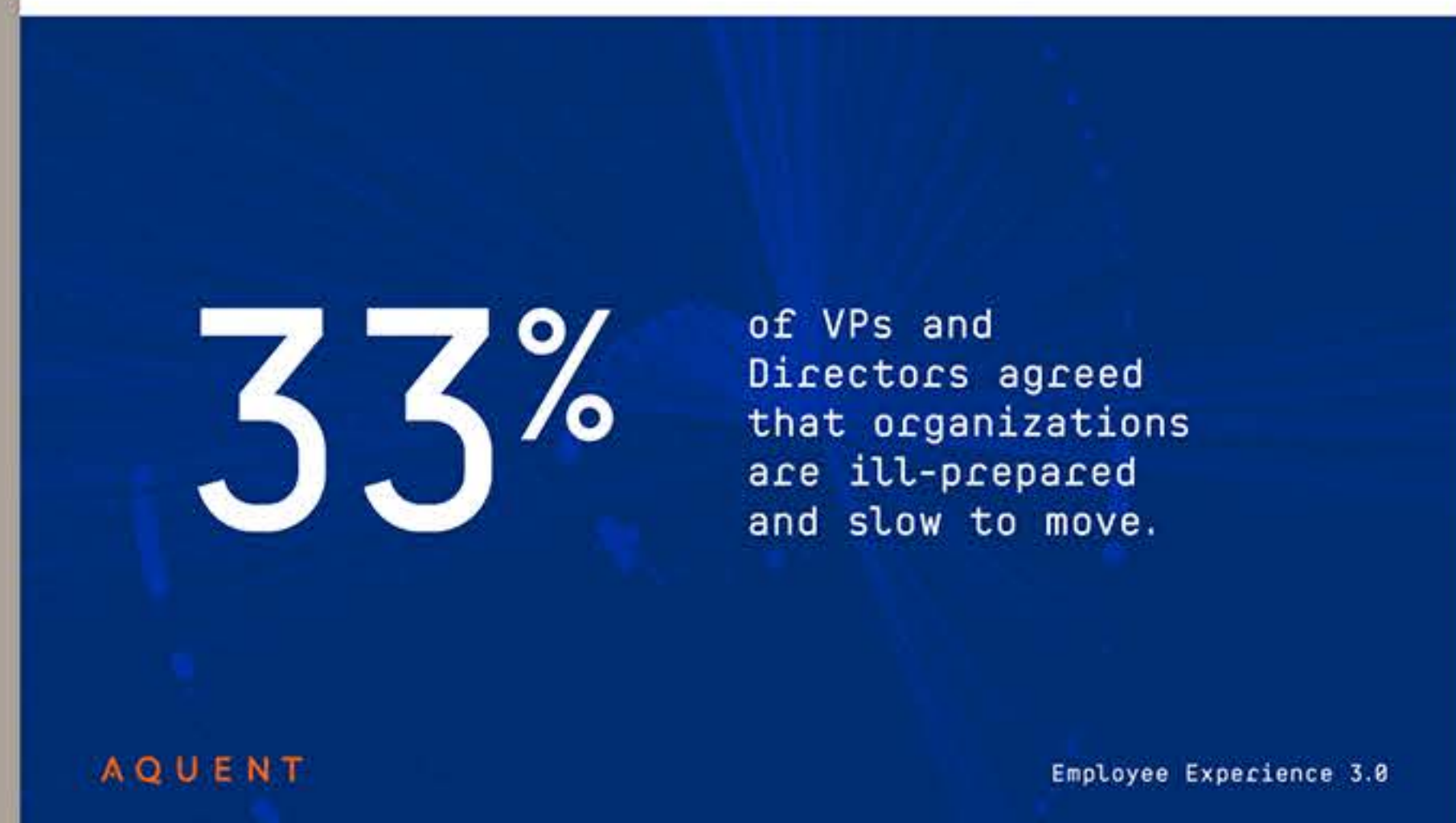
What's your metaverse strategy? Employees want to know.

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What's holding your organization back from embracing the metaverse? Create a winning strategy with insights from almost 3.5k talent about what processes they would like to see transition into the metaverse. Get the report and ...see more




33% of VPs and Directors agreed that organizations are ill-prepared and slow to move.

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Looks like unlimited vacation may have lost its luster. In today's workforce, PTO is all about the where and when. Download the report for more insights into what employees want, and what your company should offer to attract and ...see more



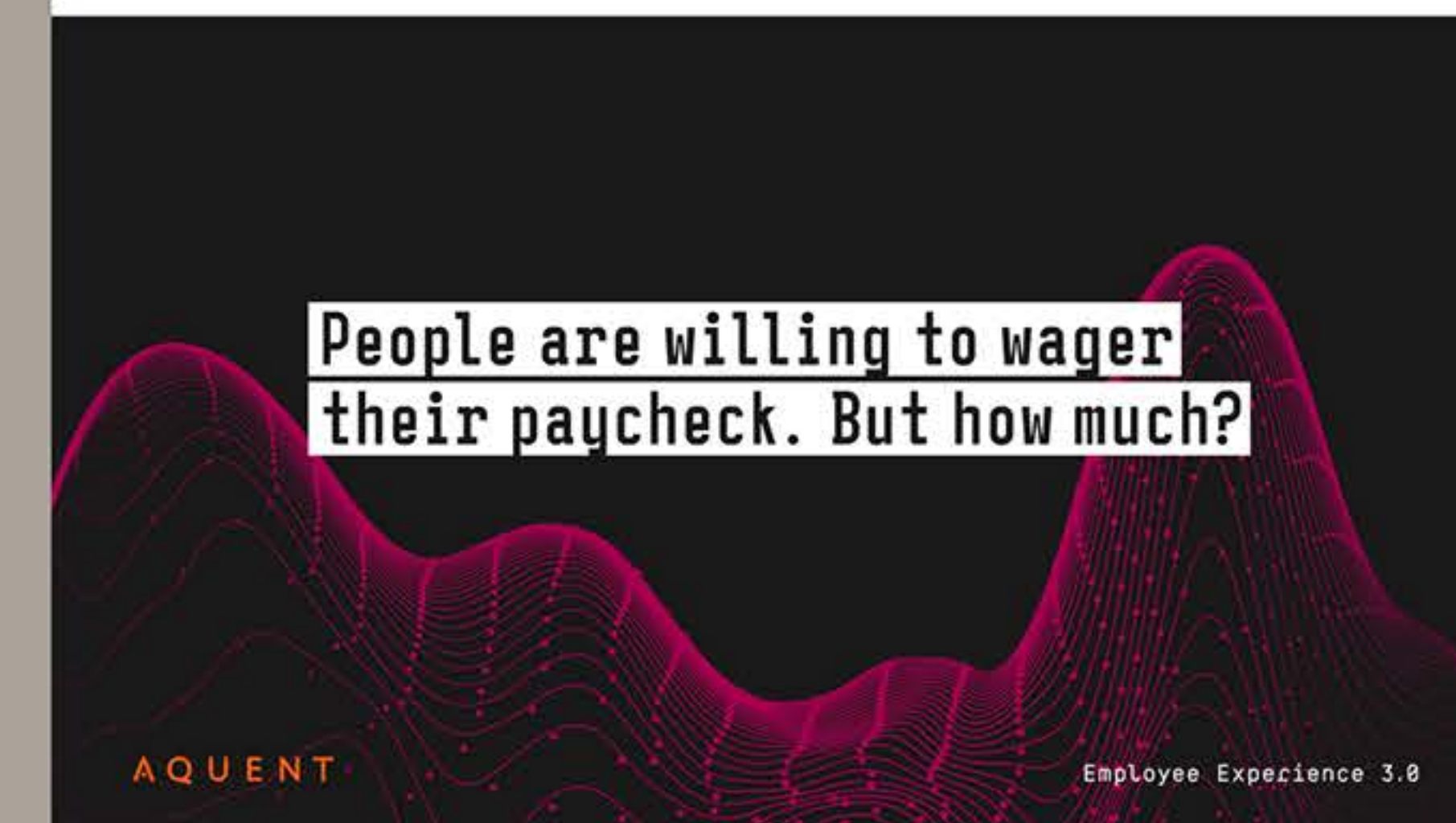
Goodbye 9 to 5 - hello flexible workweek.

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Believe it or not, people are interested in receiving some form of their salary in crypto. What's the magic number for your employees? Download the report for actionable insights to get you started. #FutureOfWork #Crypto ...see more




People are willing to wager their paycheck. But how much?

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Waiting for 2 weeks for your paycheck? That's so 1990s. Today's employees want it as soon as their project is done. Download our report to find out how your organization can get ahead of this trend. And also access part 1 and ...see more




A majority of employees value on-demand pay.

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Even though the crypto market has been volatile, 46% of survey respondents are at least warming up to the idea. Learn how this impacts your hiring strategy by downloading our latest report. #FutureOfWork #Crypto #Salaries ...see more



46% of respondents are warming up to the idea of receiving part of their pay in crypto.

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EMPLOYEE EXPERIENCE 3.0 REPORT

Creating a workplace that works.

Learn about the rise of digital nomads and employee concerns about hybrid and remote work. Download part 1 of Aquent's 3-part series.

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As a global work solutions company, we help guide businesses toward the talent, technology, and services they need to create a better future of work.

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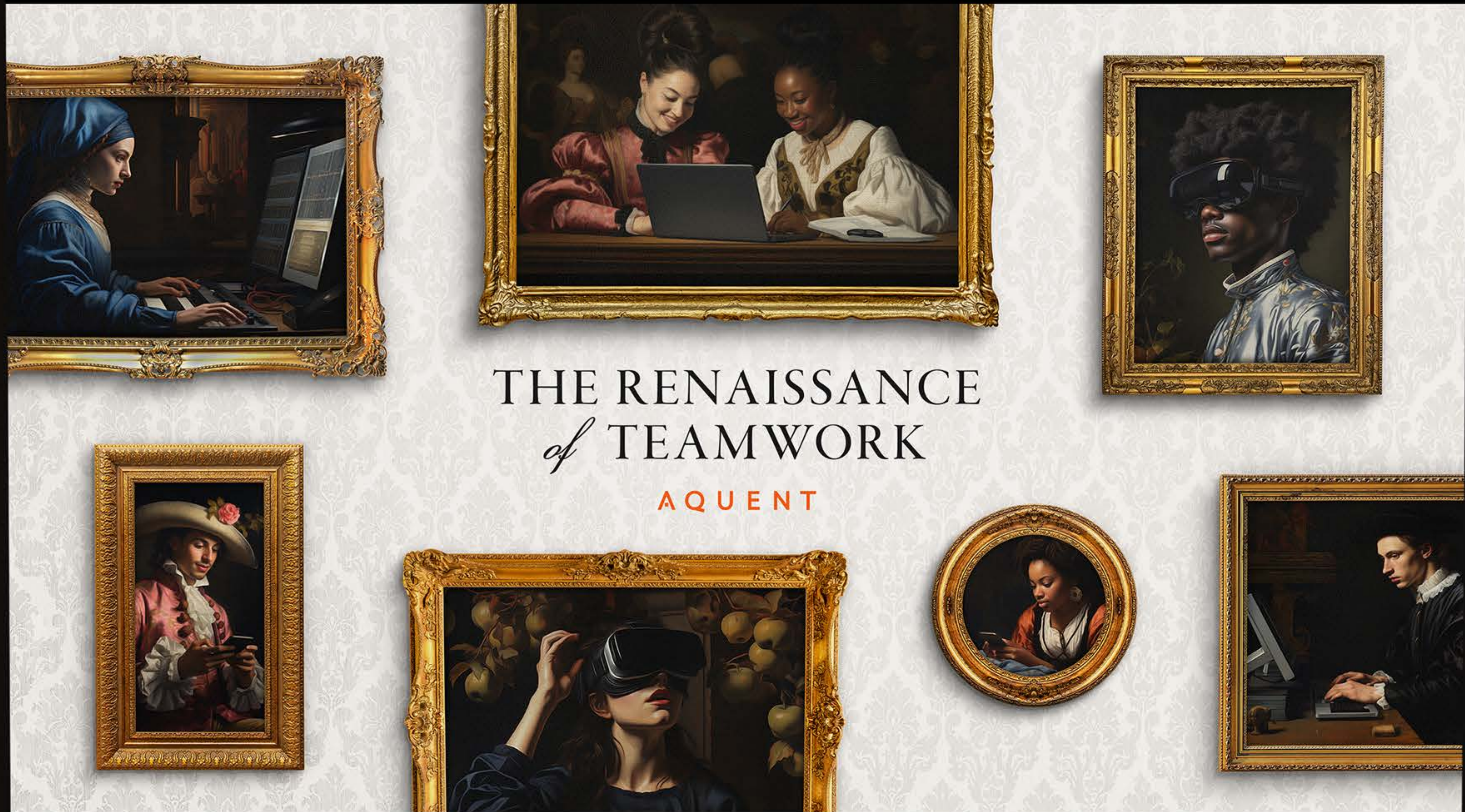
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LOGIN

Gmail interface showing an email from Aquent. The email subject is "[DOWNLOAD] Get up to speed on how talent want to work." The email content features a large graphic with the text "A look into the future of work." and "Employee Experience 3.0". The graphic includes a stylized eye and the words "Employee Experience 3.0" and "A Look Into the Future of Work". Below the graphic, the text "Hi Tim," is visible.

Aquent website interface. The header shows "AQUENT". The main content area features a large graphic with the text "Employee Experience 3.0" and "A Look Into the Future of Work". Below the graphic, the text "Part 1: Creating a workplace that works." is displayed. The text below the heading reads: "Get a glimpse into the future of work. Discover insights from a global survey of 3,484 professionals conducted in partnership with work futurist Dr. Terri Horton." Below this text is a link "SEE WHAT'S INSIDE" with a downward arrow. To the right of the main content is a "Request a copy" form with fields for EMAIL (john.smith@aquent.com), STATUS (Which best describes you?), FULL NAME, COMPANY, and LOCATION (Select a location near you). Below the form is a "DOWNLOAD NOW" button and a "Privacy Policy" link.



THE RENAISSANCE
of TEAMWORK
AQUENT





Introduction

**WE ARE EXPERIENCING
THE DAWN OF MODERN
TEAMWORK.**

In an increasingly complex tech-driven world, the significance of high-performing teams grows more pivotal than ever. Built on trust and a shared purpose, they execute with nimbleness, resolve intricate problems, and accomplish more to promote creativity and develop abilities than their low-to-moderately performing counterparts. Today's workplaces are changing, and as staffing patterns shift, corporate investments in DEI tighten, remote work arrangements pivot, and AI advancements reshape the very fabric of work, the imperative to rethink the art of high-performance teamwork looms even larger.



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Prologue

- Act I* **SETTING THE STAGE FOR HIGH PERFORMANCE**
- Act II* **TO ADOPT OR NOT ADOPT AI—THAT IS THE QUESTION**
- Act III* **ALL THE WORLD'S A VIRTUAL WORKSPACE**

Epilogue





A

WHAT'S CHANGED IN TODAY'S WORKPLACE:

Employer-led job market

Not long ago, talent enjoyed unprecedented bargaining power. Now, employers are dealing out layoffs and belt-tightening measures amid economic uncertainty and tech-driven efficiency gains.

On-site ultimatums

After years of plentiful remote work opportunities, many employers have swung firmly in the other direction, taking their teams from fully remote to hybrid, or even on-site, despite strong resistance from employees.

Diversity programs under fire

Many companies who made commitments around diversity, equity, and inclusion (DEI) during the racial reckoning of 2020 are curbing their investments due to declining business results, as well as political and legal pushback.

Rapid technology shift

Everyone is grappling with how to integrate generative AI and understand what it means for jobs—today and in the future. Many companies are just now starting to experiment, scale their usage, and develop practices to protect their business.

A

DEMOGRAPHICS

5,431 Respondents across North America, Europe, and Asia Pacific.

JOB LEVEL

50.2%

NON-MANAGEMENT

49.8%

MANAGEMENT

WORK ARRANGEMENT

45.0%

100% REMOTE

41.9%

HYBRID

13.1%

100% ON-SITE

TEAM PERFORMANCE LEVEL

60.1%

HIGH-PERFORMING

39.9%

LOW-TO-MODERATELY PERFORMING

PARTICIPATING COUNTRIES: Australia, Canada, France, Germany, Japan, The Netherlands, United Kingdom, United States

A

Art
I
SETTING THE
STAGE FOR HIGH
PERFORMANCE



THE 8 BEHAVIORS THAT SET TEAMS AHEAD

In high-performing teams, we see healthy dynamics, communication, and engagement all contributing to a team's outcomes and ability to achieve their goals.

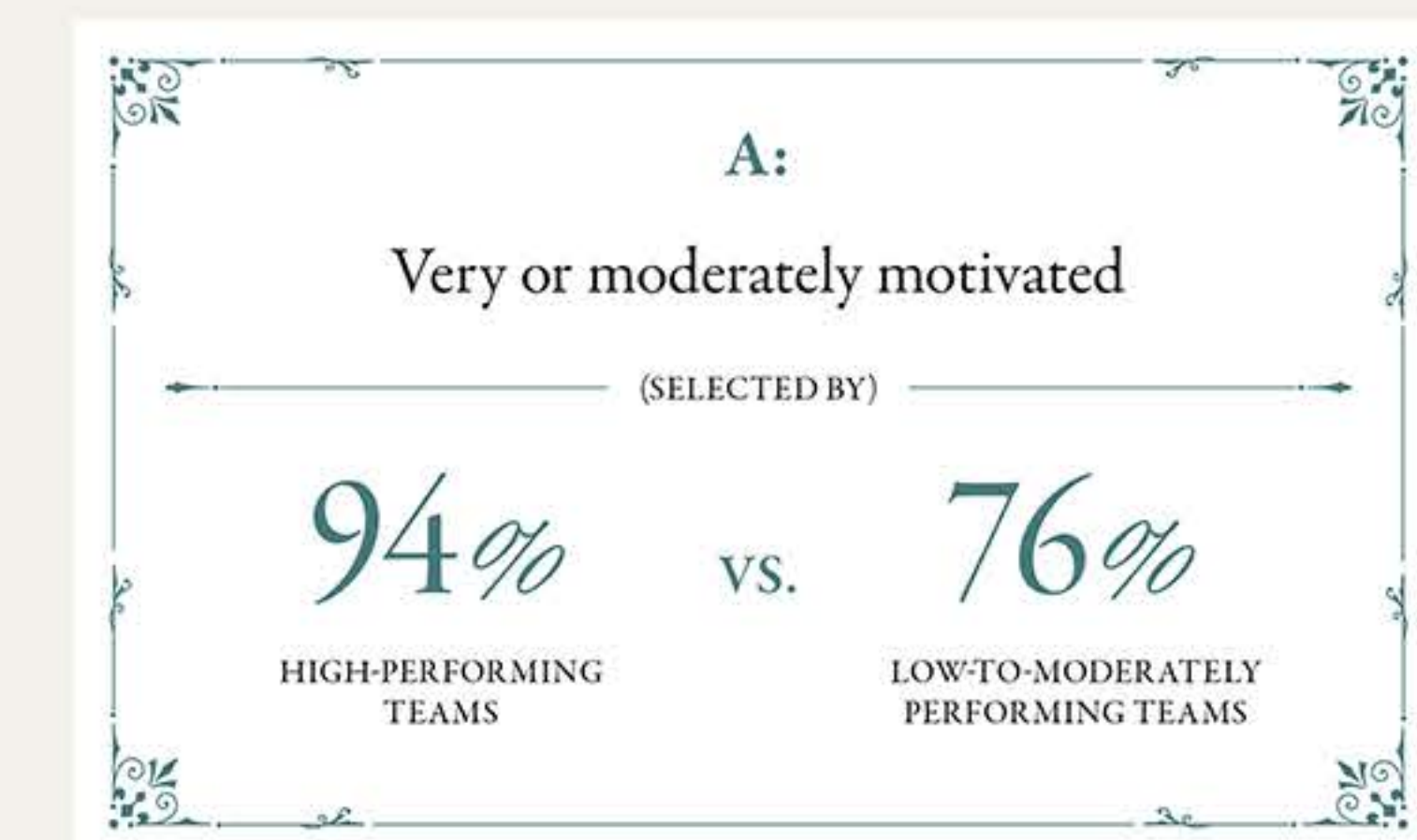
2 / 8
**MOTIVATED BY BRAND
PURPOSE**

Connection to brand purpose drives performance.

Our survey shows that a connection with company values and brand purpose motivates teams to outperform. Younger workers around the globe, particularly millennials and those in Generation Z, want to work toward a purpose aligned with their beliefs, and this shapes their career decisions. According to a study in 44 countries, Gen Zers and millennials are more motivated by meaningful work and personal fulfillment, less motivated by traditional status symbols such as job title, seniority, or material possessions.

It is of vital importance for companies to articulate their brand purpose, anchor strategic decisions for the organization around it, and connect employees to that core. Without knowing your company's reason for being, it's harder to feel motivated to dig deep or go the extra mile. It's also important to be intentional during the recruiting process, ensuring the values of new team members align with the company's mission and vision.

Q:
How motivated are team members to contribute to fulfilling the company's brand purpose?



Act
II

TO ADOPT OR NOT
ADOPT AI—THAT
IS THE QUESTION



“Organizations cannot afford to be behind the curve on AI.
The biggest risk is standing still.”

Frances Karamouzis
GROUP CHIEF OF RESEARCH, GARTNER

WHAT DOES AI MEAN FOR TEAMS
IN MARKETING, CREATIVE, AND DESIGN?



Amid all the hype, the jury is still out (literally, with lawsuits by authors, artists, and others pending) on whether generative AI companies can use copyrighted material to train their AI systems. And then there was the unintentional leak of proprietary code by employees using ChatGPT at one of the world's largest tech companies. It's no surprise that research highlights misinformation, legality, data security, privacy, and reputation as top concerns surrounding generative AI. But this isn't the full picture—AI is here and it's showing great promise. Organizations should be proactive in putting guardrails in place, so their teams get the most out of using AI tools, and they can make sure their intellectual property is protected.

While some workers fear AI will take their jobs, researchers and leaders alike view AI as a tool that helps enhance productivity and creativity.

The teams who are taking time to learn and practice using AI will be better prepared for the future. However, a recent survey shows that only 10% of marketers are receiving training or guidance from their company, and instead rely on internet articles and videos (81%) and talking with colleagues and friends (73%). Ironically, while companies are racing to find this skill set, prepared to pay sky-high salaries, one might ask why they are not taking this opportunity to invest in the development of their own employees.

“We believe AI
will enhance human
talent and empower
people to be more
creative, agile,
and efficient.”

John H. Chuang
CEO, AQUENT

Act
III

ALL THE WORLD'S
A VIRTUAL
WORKSPACE



REMOTE TEAMS ATTRACT
DIVERSITY AND DRIVE BETTER
OUTCOMES

Remote environments drive performance, not just through productivity but diversity too. They eliminate geographical, physical, and social barriers; improving career opportunities for working parents, caregivers, ethnically diverse employees, employees with disabilities, and other underrepresented groups. A UK survey revealed that 80% of workers with disabilities view remote work as essential when they are job hunting. And an international McKinsey study showed that underrepresented groups are more likely to leave without flexible work options. This is foundational to the diverse thinking that drives high performance.

Remote work also levels the playing field in a manner on-site cannot. Practices like virtual hand raising, anonymous polls, and cameras off during video calls, as well as asynchronous communication encourage participation, ensure all voices are heard, and help employees share their ideas with confidence.

MORE EMPLOYEES FEEL EMPOWERED
IN A VIRTUAL SETTING

Q:

Does your team encourage inclusive discussions where all members feel comfortable expressing their ideas?

A:

To a great extent or somewhat

(SELECTED BY)

85% vs. 69%

REMOTE TEAMS ON-SITE TEAMS

Q:

How well does your team actively seek diverse perspectives and opinions?

A:

Very or moderately well

(SELECTED BY)

79% vs. 61%

REMOTE TEAMS ON-SITE TEAMS

Q:

How effective is your team at incorporating diverse perspectives into decision-making processes?

A:

Very or moderately effective

(SELECTED BY)

79% vs. 63%

REMOTE TEAMS ON-SITE TEAMS



Epilogue



KEY ACTIONS TO ELEVATE YOUR TEAM'S PERFORMANCE:



Determine how your team applies the 8 behaviors of high performance

Check in with your employees on how they feel the team is doing. Meet with each team member one on one, or survey the team as a whole (anonymous responses promote more candid feedback). You can also take the survey as a self-assessment for greater clarity. These results identify the areas where your team already excels and where they might need extra support.

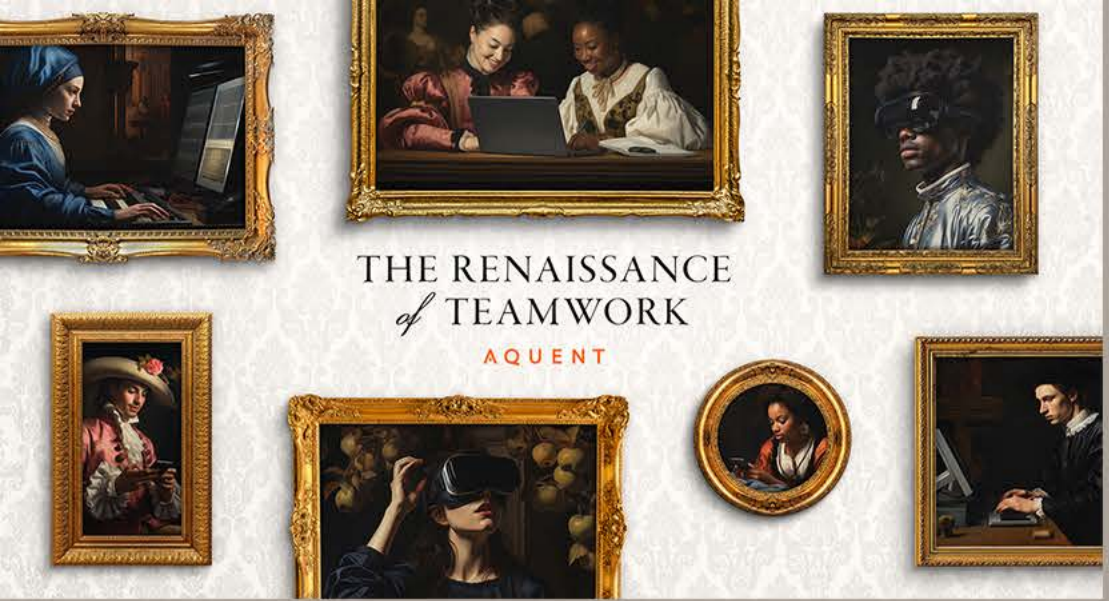
Build an environment of safety and trust and always lead by example

By providing an environment of psychological safety and trust, you give your team the space they need to think outside the box. It activates their creativity, instills confidence, and encourages them to take professional risks they might not otherwise explore. To lead by example and model these behaviors, you set your team up for success. And you reduce employee burnout as well.

Break down silos by creating transparent channels of communication

Communication is essential in the workplace, but it can be hard to get right. Particularly when managing remote teams, a level of awareness is required that pushes beyond the comfort zone of some traditional leaders. Always consider how, when, and with whom your team interacts; and be proactive in seeking out diverse opinions and perspectives. This breaks down silos between departments, fosters cross-organizational collaboration, and improves outcomes.





THE RENAISSANCE of TEAMWORK

AQUENT

Introduction

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- Act I: SETTING THE STAGE FOR HIGH PERFORMANCE
- Act II: TO ADOPT OR NOT ADOPT AI—THAT IS THE QUESTION
- Act III: ALL THE WORLD'S A VIRTUAL WORKSPACE



WHAT'S CHANGED IN TODAY'S WORKPLACE:

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- On-site ultimatums**
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- Diversity programs under fire**
Many companies who made commitments around diversity, equity, and inclusion (DEI) during the racial reckoning of 2020 are curbing their investments due to declining business results, as well as political and legal pushback.
- Rapid technology shift**
Everyone is grappling with how to integrate generative AI and understand what it means for jobs—today and in the future. Many companies are just now starting to experiment, scale their usage, and develop practices to protect their business.



Act I

SETTING THE STAGE FOR HIGH PERFORMANCE

Act II

THE 8 BEHAVIORS THAT SET TEAMS AHEAD

In high-performing teams, we see healthy dynamics, communication, and engagement all contributing to a team's outcomes and ability to achieve their goals.

1/8 ADAPT & INNOVATE

Change is inescapable in today's world. How companies (and individuals) respond to it can separate the winners from the losers. High-performing teams have a much higher willingness to try new things, take risks, experiment, and learn from failure. Adapting a growth mindset, they harness their creativity to explore, manage, adapt to, and thrive in change.

Over 50% of high-performing teams chose "very effectively" to describe their response to change and innovation. Compare that to just 14% of low-to-moderately performing teams, who are more likely to take a wait-and-see approach, or even bury their heads in the sand.



2/8 MOTIVATED BY BRAND PURPOSE

Connection to brand purpose drives performance. Our survey shows that a connection with company values and brand purpose motivates teams to perform. Younger workers around the globe, particularly millennials and those in Generation Z, want to work toward a purpose aligned with their beliefs, and this shapes their career decisions. According to a study in 14 countries, Gen Zers and millennials are more motivated by meaningful work and personal fulfillment, less motivated by traditional status symbols such as job title, seniority, or material possessions.

It is of vital importance for companies to articulate their brand purpose, anchor strategic decisions for the organization around it, and connect employees to that one. Without knowing your company's reason for being, it's harder to feel motivated to dig deep or go the extra mile. It's also important to be intentional during the recruiting process, ensuring the values of new team members align with the company's mission and vision.



3/8 FOSTER TRUST

Without trust, a team is not really a team. No matter how talented the individuals are, a team can't reach its potential unless its members are working together. In high-performing teams, members know they can rely on each other; they have confidence in each other's character, strengths, and abilities. The 27% gap we see between high-performing and other teams is costly, indicating lost productivity due to unhealthy team dynamics such as misreading, disinterest, and competitiveness.

High-performing teams realize the synergies of collaboration and have leaders who foster trusting relationships via shared experience, communication, cooperation, and reliability.

5/8 EXCHANGE INFORMATION

High-performing teams have more effective communication. These teams are much more likely to mitigate silos by sharing information across the organization. And twice as likely to encourage collaboration to a great extent (64%) compared to their low-to-moderately performing counterparts (32%). While communication in today's connected world may seem effortless, clearly, high-performing teams are doing it better.

A silo mentality can waste time and resources, resulting in duplicated work, delays, disagreements, and missed opportunities. While working independently is sometimes required, collaboration maximizes the benefits of teamwork and drives better outcomes for your organization.



Act II

TO ADOPT OR NOT ADOPT AI—THAT IS THE QUESTION

96% of high-performing teams are very or moderately effective at adapting to change and embracing innovation.

ALTHOUGH EARLY, AI ADOPTERS ARE PACES AHEAD

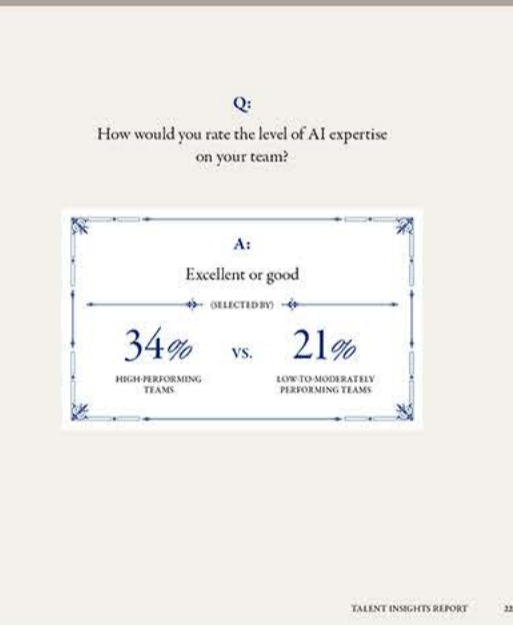
For most teams, it's still early days when it comes to AI adoption, productivity, and expertise. But the fact that high-performing teams score higher on "adapting to change and embracing innovation" is reflected in a more proactive stance toward generative AI.

An AI grows in importance, teams who are willing to embrace it are more likely to uncover a first-mover advantage by adapting to change more rapidly than their peers.



A GROWTH MINDSET IS KEY

High-performing teams are proactively learning, adapting, and experimenting with AI. They are eager to see how AI tools enhance human creativity, initiate brainstorming, automate rote tasks with human supervision, and more. When it comes to knowledge work, the combination of humans and AI marks the beginning of a more advanced, efficient era.



PLAN FOR TEAMS CREATIVE, AND DESIGN?

will take their jobs, view AI as a tool that enhances creativity. The survey shows that preparing for the future by investing in the employees. "We believe AI will enhance human talent and empower people to be more creative, agile, and efficient." John H. Chiang, Chief Talent Officer

"Organizations cannot afford to be behind the curve on AI. The biggest risk is standing still."

Frances Karamouzis, CHIEF PEOPLE OFFICER OF RESEARCH, GALENIA

Act III

ALL THE WORLD'S A VIRTUAL WORKSPACE

DESPITE THE PUSH TO ON-SITE, REMOTE REMAINS THE CLEAR VICTOR

In our survey, 66% of remote teams identify as high performing versus 49% of on-site teams—a difference of 19 percentage points. Given the increased productivity and motivation among remote workers, which has been widely documented, this finding makes sense. A landmark study of 27 countries found remote workers saved an average of 72 minutes a day by not commuting, and they actually used 40% of the time they saved (about half an hour a day) to do more work. Fewer interruptions, better work-life balance, healthier habits, and the desire to continue a remote arrangement—all of these factors contribute to higher performance. Though many companies are now requiring a return to office, citing performance and productivity concerns, they actually stand to benefit by offering the very remote flexibility they're restricting.



REMOTE TEAMS ATTRACT DIVERSITY AND DRIVE BETTER OUTCOMES

Remote environments drive performance, not just through productivity but diversity too. They eliminate geographical, physical, and social barriers, improving career opportunities for working parents, caregivers, ethnically diverse employees, employees with disabilities, and other underrepresented groups. A UK survey revealed that 80% of workers with disabilities view remote work as essential when they are job hunting. And an international McKinsey study showed that underrepresented groups are more likely to have without flexible work options. This is foundational to the diverse thinking that drives high performance.

Remote work also levels the playing field in a manner on-site cannot. Practices like virtual hand raising, anonymous polls, and cameras off during video calls, as well as asynchronous communication encourage participation, ensure all voices are heard, and help employees share their ideas with confidence.



To lead a team is to set forth on a complex mission. Especially today. Leaders are standing at the crossroads of established and emerging practice, tasked with the challenge of navigating uncharted dimensions of work. It's time to disrupt the status quo by letting go of previous models, placing focus not on what was effective before, but the drivers of high performance within a modern context. In this new time of awakening, this teamwork renaissance, it is the team leader who is the captain of the ship, and they're responsible for creating the right working conditions.

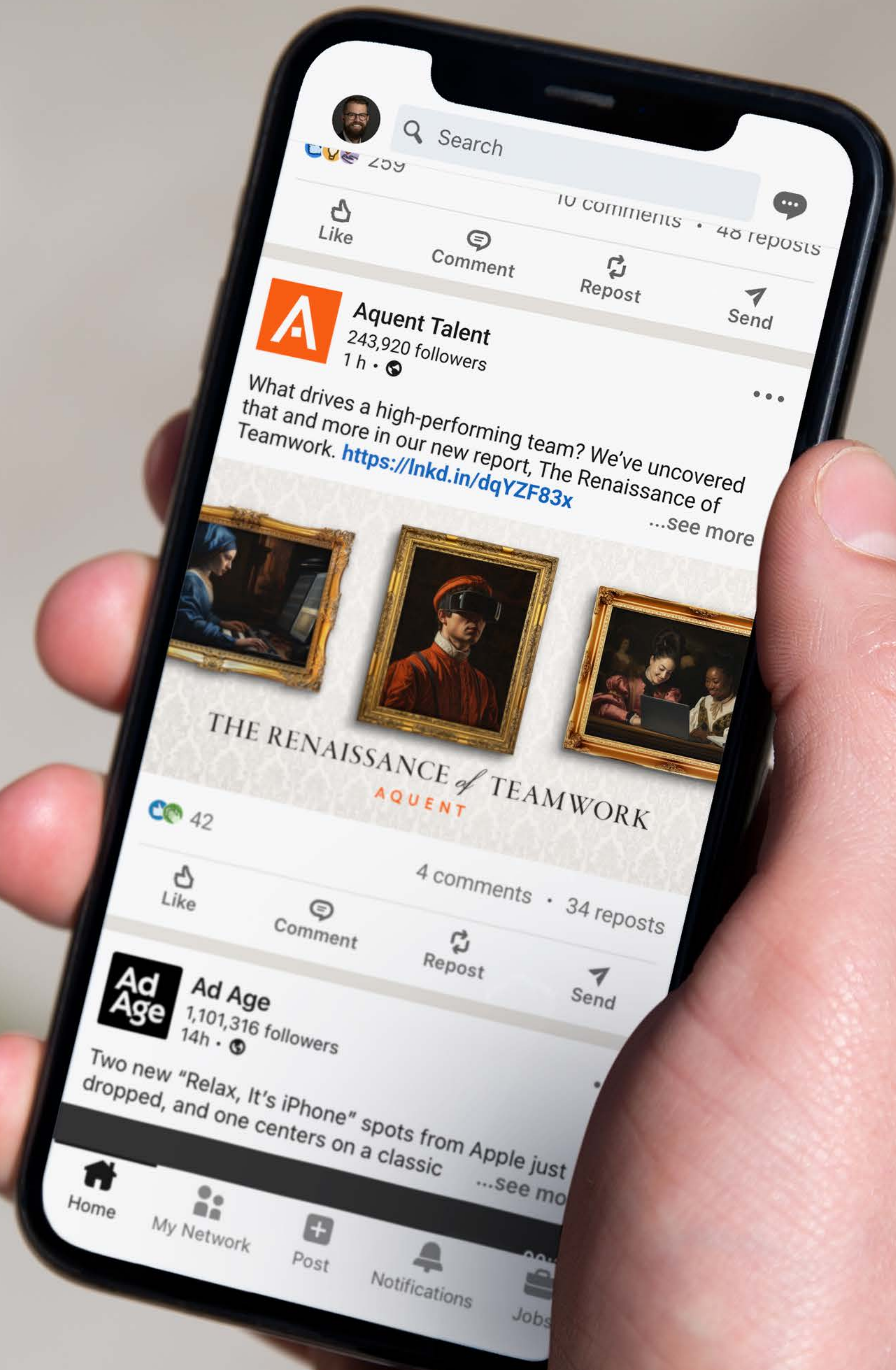
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Communication is essential in the workplace, but it can be hard to get right. Particularly when managing remote teams, a level of awareness is required that pushes beyond the comfort zone of some traditional leaders. Always consider how, when, and with whom your team interacts, and be proactive in seeking out diverse opinions and perspectives. This breaks down silos between departments, fosters cross-organizational collaboration, and improves outcomes.

KEY ACTIONS CONTINUED:

- Help your team align with brand purpose then recognize their work**
Many companies lack a brand purpose or struggle to clearly communicate it to employees. As a leader, if you don't have a brand purpose, engage key stakeholders to develop one. Make sure you articulate the brand purpose to the members of your team, and reinforce it through your actions. Awards and shoutouts are nice ways to highlight moments of success when your team aligns with the company's larger vision.
- Establish best practices for AI use and integrate them in your processes**
Generative AI is here to stay, and high-performing teams have embraced it. Encourage your team to upskill so they don't get left behind, and make sure your new hires are open to doing the same. Always implement best practices to protect your brand while providing much-needed strategy and guidance. Consider using your project management tool to measure the impact of AI through project completion times, rounds of review, and other metrics of efficiency.
- Prioritize results over on-site work and advocate for remote arrangements**
Remote work makes sense for so many reasons: It creates opportunity for more diversity, better work-life balance, deeper team engagements, and increased hiring retention. In remote work, leaders harness technology to level the playing field between colleagues, offering a more inclusive work environment that leads to forward thinking. This is especially true in creative industries, where innovation and idea generation are one of the leading work products.





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What drives a high-performing team? We've uncovered that and more in our new report, *The Renaissance of Teamwork*. <https://lnkd.in/dqYZF83x> ...see more



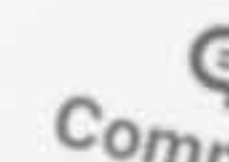
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AQUENT TALENT INSIGHTS REPORT

We surveyed 5,431 professionals worldwide across marketing, creative, and design to understand what drives high-performing teams today.

LOOK INSIDE

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Act I
SETTING THE STAGE FOR HIGH PERFORMANCE

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ALTHOUGH EARLY, AI ADOPTERS ARE PACES AHEAD

Q: How would you rate the level of AI adoption on your team?

A: Excellent or good

41% vs. 26%

HIGH PERFORMING TEAMS vs. LOW TO MODERATELY PERFORMING TEAMS

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ALL THE WORLD'S A VIRTUAL WORKSPACE

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REMOTE TEAMS ATTRACT DIVERSITY AND DRIVE BETTER OUTCOMES

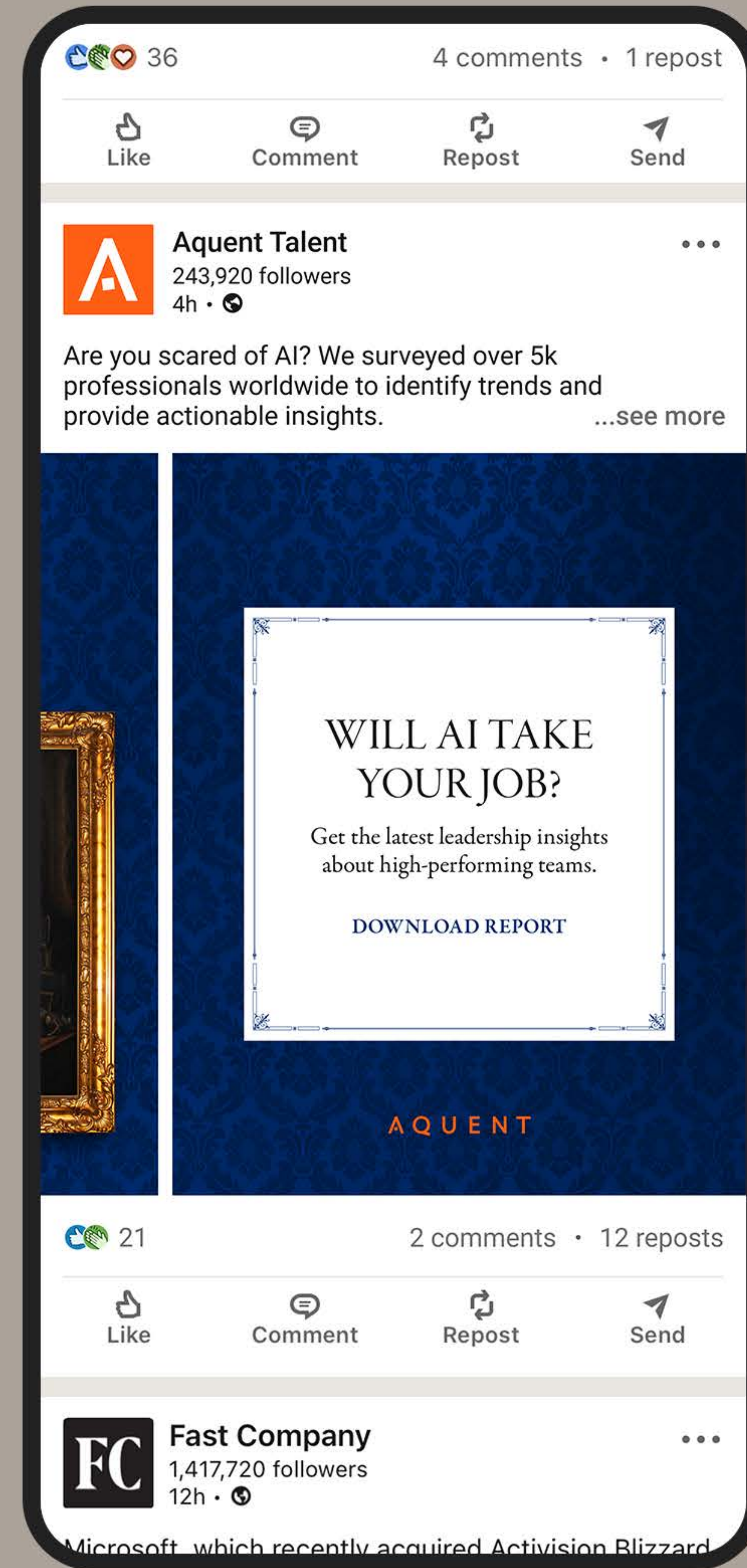
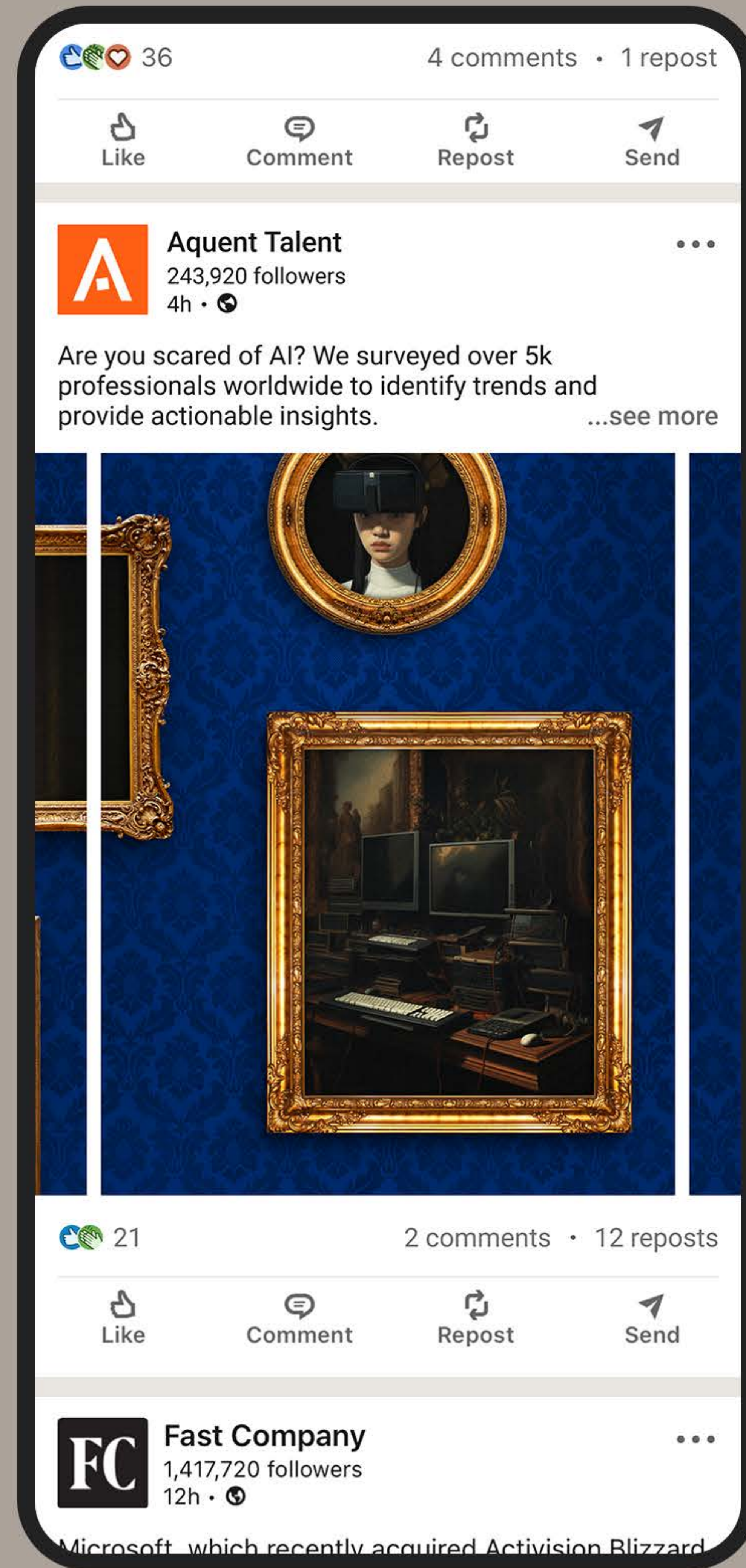
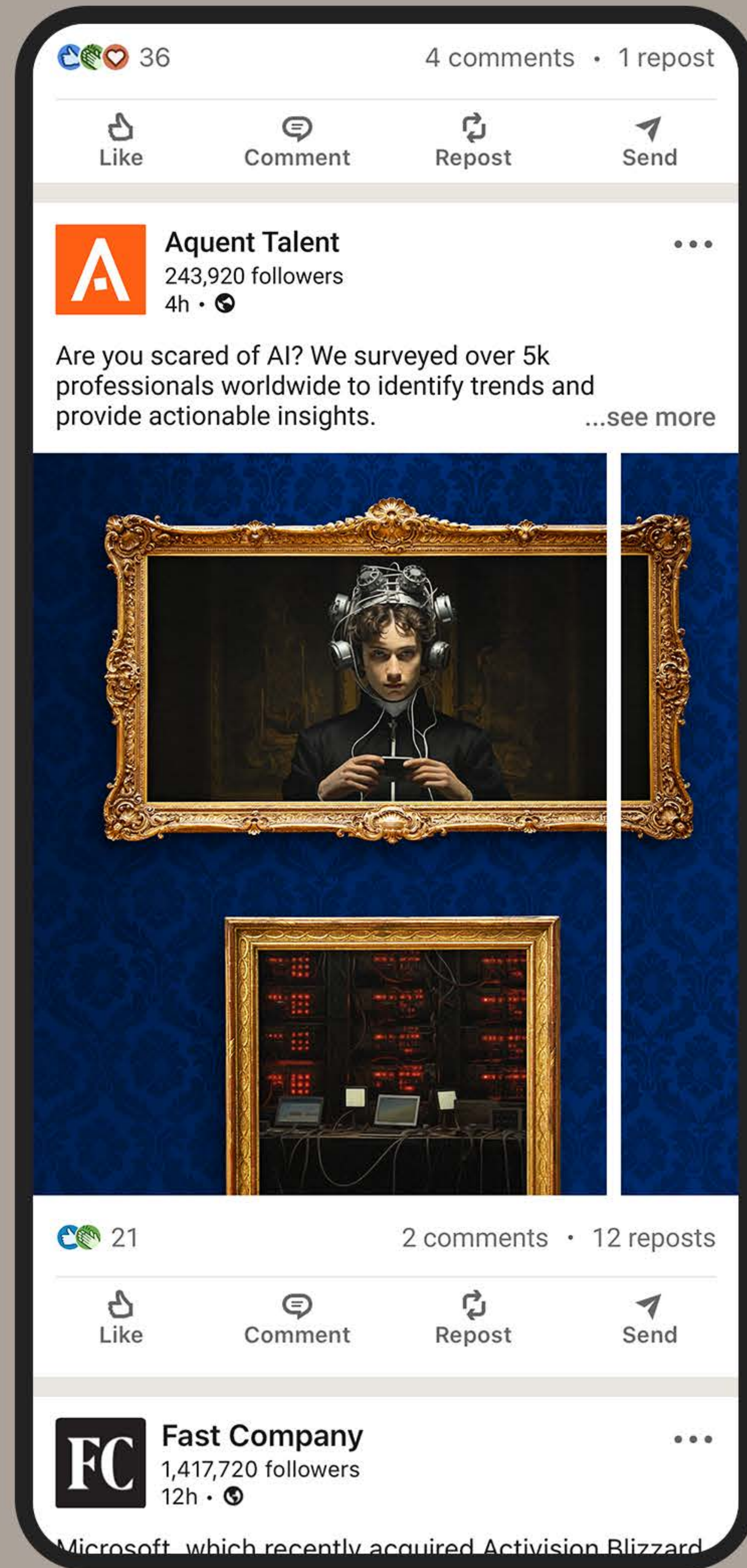
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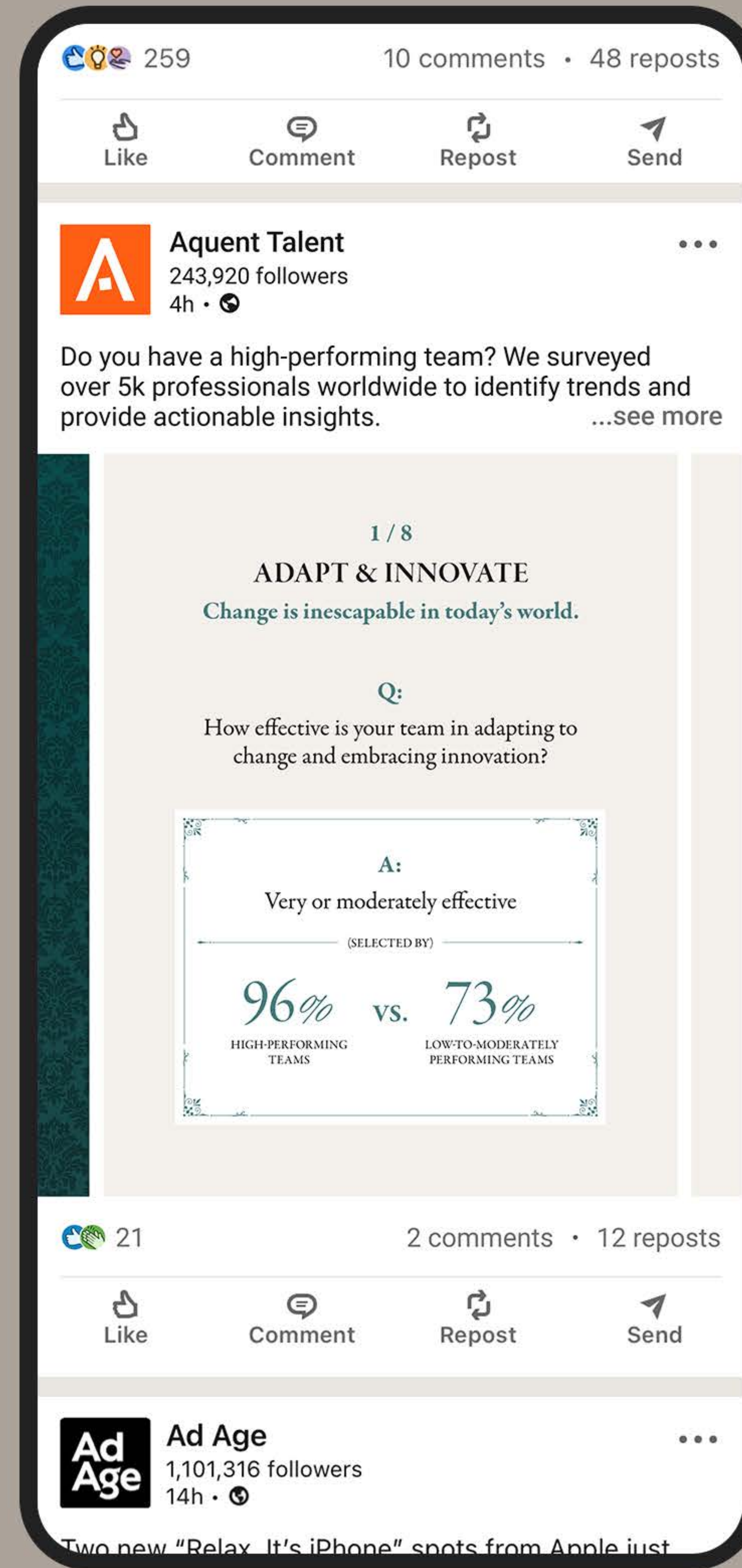
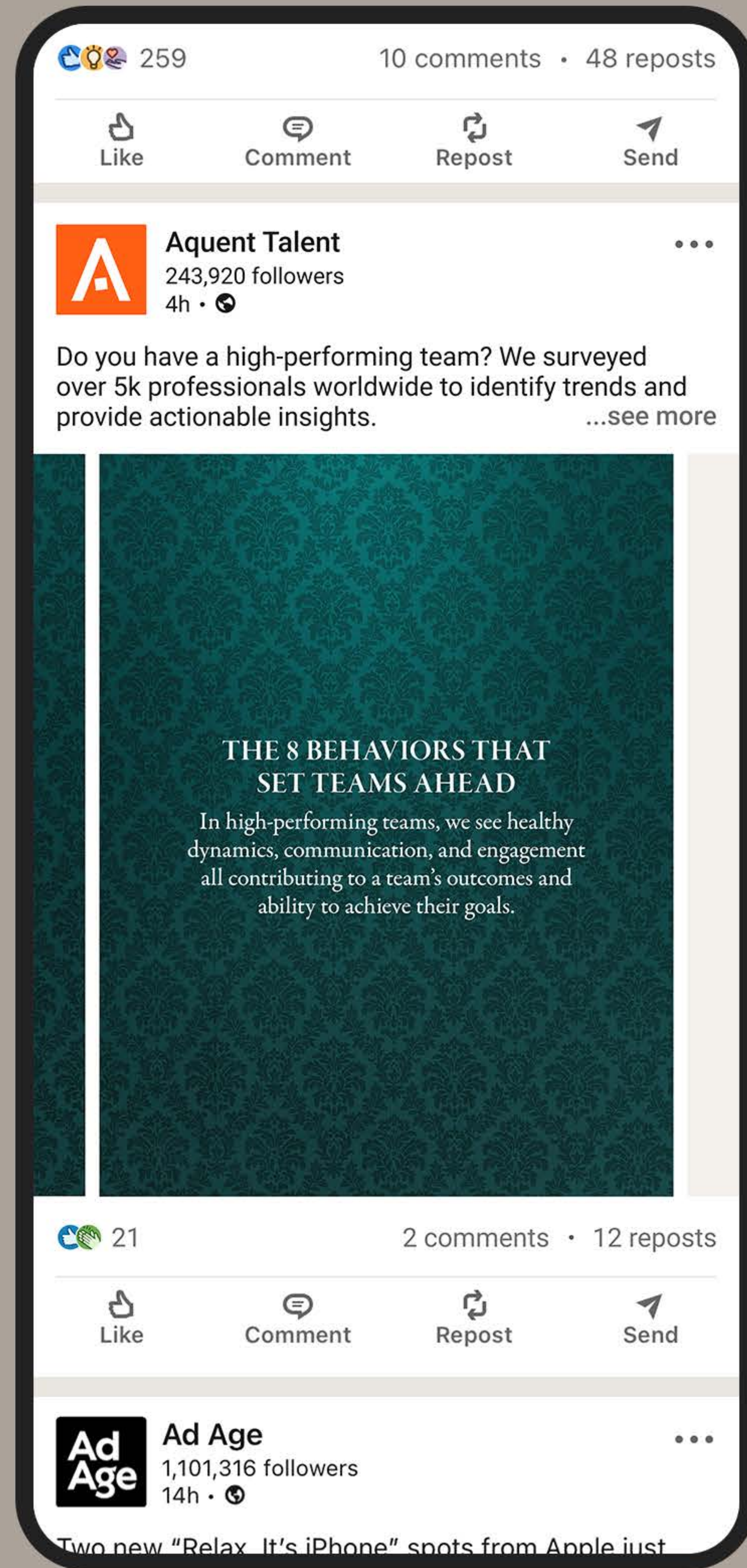
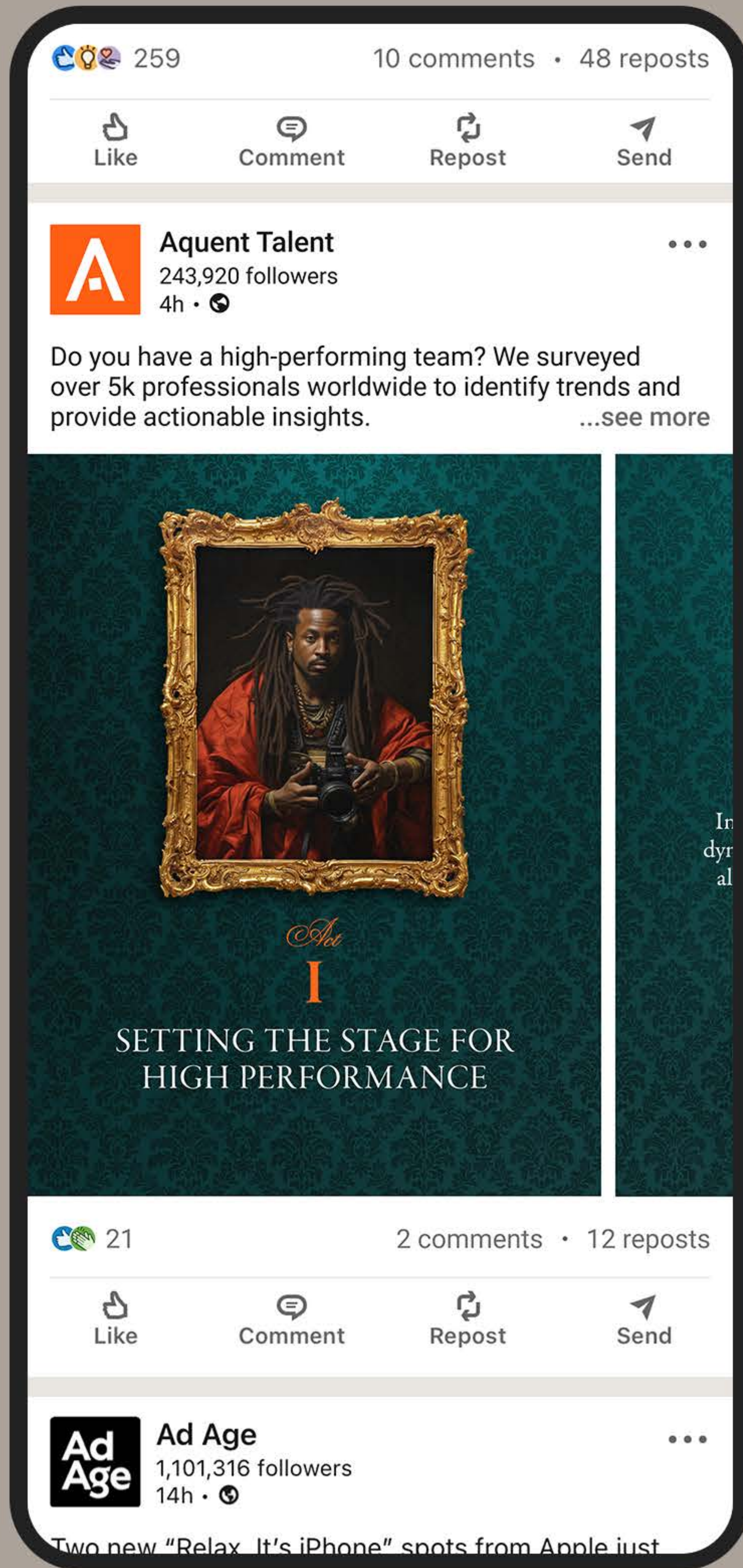
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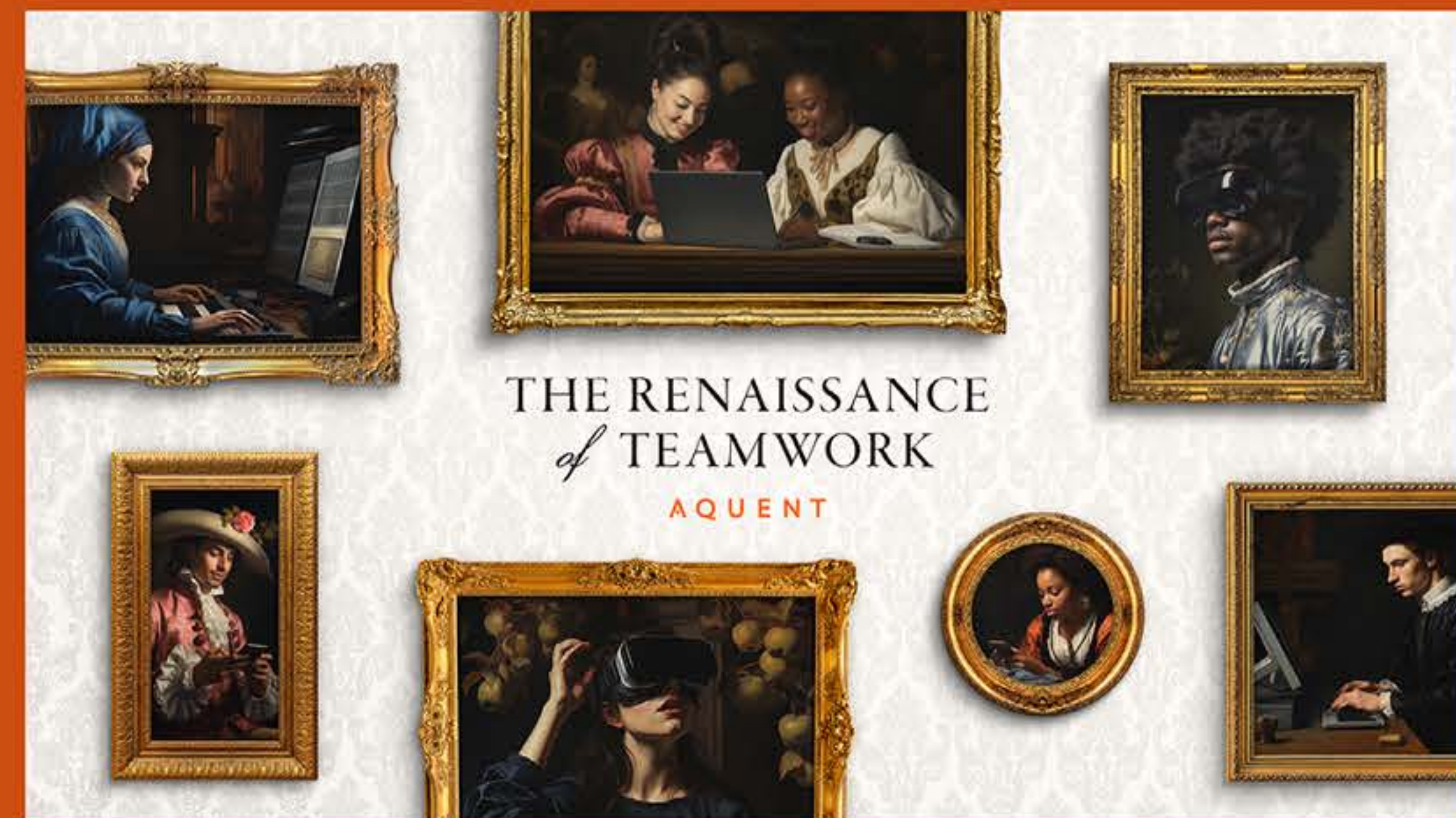
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Get versed in the art of high performing teams.

Generative AI, diversity programs, the return to on-site —today's workplace environment is constantly changing. As that continues, the art of high-performance teamwork grows more pivotal than ever. Gain the latest leadership insights in our report.

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THE RENAISSANCE OF TEAMWORK

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GET THE REPORT

AQUENT

Gmail interface showing an email from Aquent. The email content is a promotional graphic for 'The Renaissance of Teamwork' report. The graphic features the Aquent logo at the top left, the text 'Setting the stage for great performances.' in the center, and three framed Renaissance-style portraits at the bottom. Below the portraits, it says 'THE RENAISSANCE of TEAMWORK' and 'AQUENT'. At the very bottom, it reads 'In today's workplace, the high-performance team grows more pivotal than ever before.' There is also a 'View in browser' link.

Aquent website landing page for the 'Talent Insights Report'. The page has a dark background with the Aquent logo in orange at the top left. The main visual is a collage of Renaissance-style portraits with the text 'THE RENAISSANCE of TEAMWORK' and 'AQUENT' overlaid. Below this, the title 'Talent Insights Report' is displayed in large white font, followed by a paragraph: 'Generative AI, diversity programs, the return to on-site—today's workplace environment is constantly changing. As that continues, the imperative for team leadership grows more pivotal. Gain the latest insights.' A link 'SEE WHAT'S INSIDE' with a downward arrow is below the text. On the right side, there is a 'Get the Report' form with fields for 'WORK EMAIL' (john.smith@aquent.com), 'STATUS' (Which best describes you?), 'FULL NAME' (John James Smith), and 'LOCATION' (Select a location near you). A blue 'SUBMIT' button and a 'Privacy Policy' link are at the bottom right.



AQUENT

SEEING IS BELIEVING

2023 SALARY GUIDE

BROWSE SALARIES BY:

GEOGRAPHY / P. 06

YEAR OVER YEAR / P. 29

GENDER / P. 33

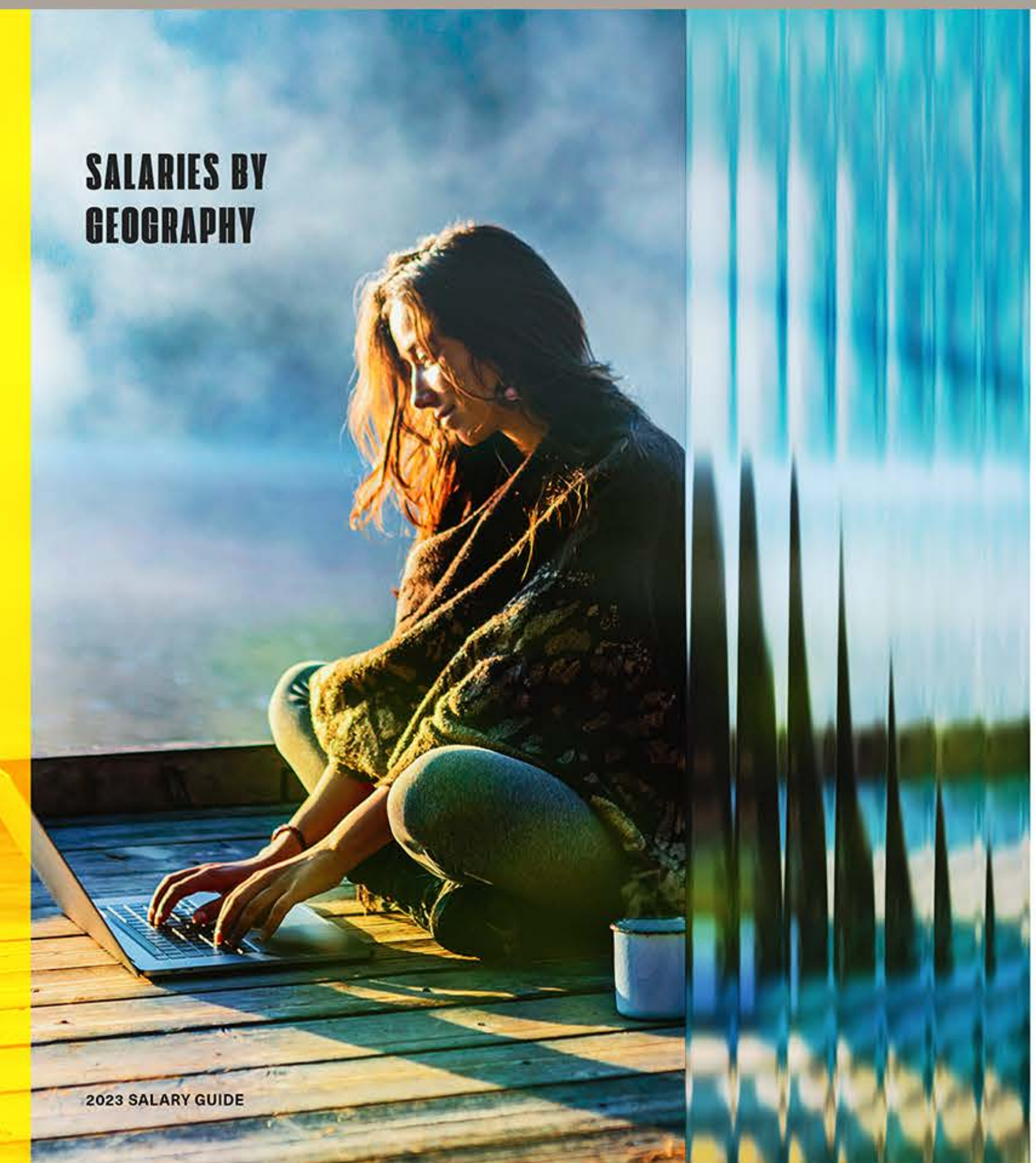
ETHNICITY / P. 37

EMERGING ROLES / P. 41

HOW TO USE THE SALARY TABLES

Salaries reported for a given role vary according to differences in a candidate's skills and level of experience, geography, demand for the role, and the size and complexity of the hiring company. To understand how this works, reference the example on the right.





Anywhere is the new everything.

During the pandemic, skilled marketing, creative, and digital talent relocated throughout the globe. Which means the best people may not be in your immediate location. But there's a silver lining. Companies who adopt a "work-from-anywhere" approach can spend a lot less to fill the same role while choosing from a broader, more diverse pool of talent. Consider this: a UX Lead who fetches \$184,750 in San Francisco would earn \$163,000 in San Diego and \$155,000 in Phoenix.

These salary tables empower you to ensure wage equity and transparency across your teams and geographies. Build your dream team by focusing more on the "who" and less on the "where." For more insights on how to make remote/hybrid a win-win for talent and the organization, refer to our recent report on the future of work, [Employee Experience 3.0 Part 1](#).

“ A UX Lead who fetches \$184,750 in San Francisco would earn \$163,000 in San Diego and \$155,000 in Phoenix. ”

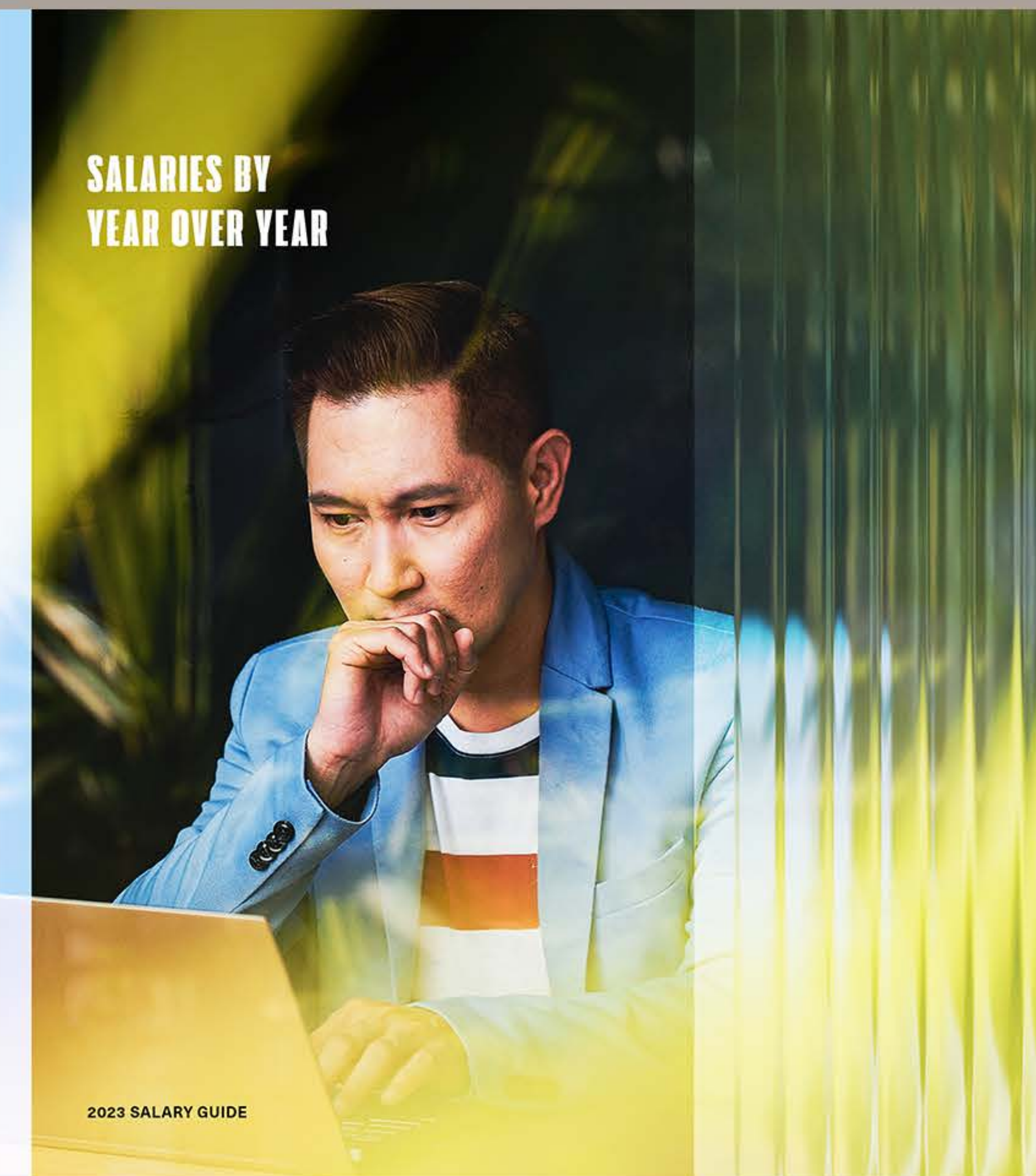
U.S. CITY GROUP 1

CITIES REPRESENTED INCLUDE:
San Francisco, Silicon Valley, and New York.

This group had the highest average monthly net salaries nationwide.

ROLE	LOW	MID	HIGH	Sample Size*
AGENCY ACCOUNT MANAGEMENT AND STRATEGY				
General Manager	\$97,500	\$135,000	\$190,000	7
Group Account Director	\$161,500	\$179,000	\$200,000	19
Account Director	\$88,000	\$112,500	\$128,750	14
Senior Account Manager	\$82,000	\$92,000	\$113,250	24
Account Manager	\$75,500	\$86,250	\$110,000	14
Account Coordinator / Executive	\$58,507	\$60,000	\$65,500	8
Head of Strategy	\$125,000	\$150,000	\$182,500	7
Strategist	\$99,500	\$113,000	\$165,000	11
CREATIVE AND DESIGN				
Creative Director	\$123,000	\$165,000	\$200,000	148
Associate Creative Director	\$111,750	\$137,500	\$159,250	50
Design Director	\$100,000	\$130,000	\$150,000	57
Creative Operations Manager	\$78,750	\$93,000	\$131,250	16
Design Operations Manager	\$85,000	\$100,000	\$120,000	--
Digital Designer > 5 years experience	\$90,000	\$93,000	\$100,000	29
Digital Designer ≤ 5 years experience	\$77,500	\$85,000	\$92,500	23
UI Designer > 5 years experience	\$88,750	\$115,400	\$159,000	10
UI Designer ≤ 5 years experience	\$85,000	\$100,000	\$130,000	--
Art Director > 5 years experience	\$90,000	\$110,000	\$129,750	94
Art Director ≤ 5 years experience	\$80,000	\$95,000	\$120,000	15

* Salary data supplemented by additional market research.



Ups, downs, and obscurities.

In 2022, salaries trended up with an average increase of 1.1% across the board. But when you dig into the numbers, you discover that with a 7.7% annual inflation rate² employees' real wages (their buying power) have significantly declined. A recent report by Willis Towers Watson³ stated that U.S. companies plan to play catch-up in 2023 with an average pay increase of 4.6%. Plus, according to Mercer, 70% of large employers say they are looking to enhance their health and benefits offerings in 2023 in an effort to attract and retain talent.⁴

Data Analyst (+9%), and Product Designer (+7%). Salaries for Presentation Designers dropped 11% and roles where salaries stayed the same include Social Media Manager and Digital Designer.

It remains to be seen if talent in the coming year will pass on inflation to employers and demand higher salaries. In that case, employers' budgets could be squeezed, causing them to cut back on roles or supplement full-time employees with freelancers. However, employers will need to ensure pay transparency and equity among their teams for similar roles and responsibilities.

Roles that saw higher than average year-over-year increases were SEO Manager (+14%),

² Consumer Price Index – October 2022, U.S. Bureau of Labor Statistics, November 10, 2022
³ U.S. pay increases to hit 4.6% in 2023, WTW survey finds, Willis Towers Watson, November 2022
⁴ Health & Benefit Strategies for 2023, Mercer, July 2022

“U.S. companies plan to play catch-up in 2023 with an average pay increase of 4.6%.”

U.S. PAY INCREASES TO HIT 4.6% IN 2023, WTW SURVEY FINDS

Willis Towers Watson, November 2022

UNITED STATES

ROLE	2022				2021				% Difference 2022 vs. 2021 ¹
	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	
UX, UI, AND PRODUCT DESIGN									
UX Lead	\$117,000	\$140,000	\$158,000	625	\$114,750	\$132,000	\$150,000	439	+6.06%
UX Designer	\$80,000	\$100,000	\$125,000	786	\$80,000	\$95,000	\$120,000	631	+5.26%
UX Researcher	\$86,200	\$105,500	\$139,000	246	\$83,000	\$101,250	\$135,000	189	+4.20%
UI Designer	\$69,500	\$84,500	\$101,350	119	\$63,750	\$80,000	\$105,113	84	+5.63%
Product Designer	\$92,500	\$120,000	\$145,000	560	\$90,000	\$112,000	\$135,000	321	+7.14%
DIGITAL MARKETING, SEARCH, AND ANALYTICS									
Digital Marketing Manager	\$71,250	\$87,000	\$110,000	204	\$70,000	\$85,000	\$102,375	162	+2.35%
Digital Marketing Specialist	\$59,950	\$70,000	\$90,000	84	\$58,450	\$68,250	\$77,300	83	+2.56%
SEO Manager	\$66,990	\$87,000	\$99,000	45	\$61,000	\$76,000	\$87,000	35	+14.47%
Social Media Manager	\$56,500	\$72,000	\$89,500	103	\$55,000	\$72,500	\$86,000	77	-0.69%
Data Analyst	\$70,000	\$82,000	\$98,000	110	\$62,625	\$75,000	\$87,749	60	+9.33%
CREATIVE, DESIGN, AND COPY									
Art Director	\$75,000	\$90,000	\$105,000	668	\$74,875	\$88,000	\$100,000	536	+2.27%
Digital Designer	\$60,000	\$75,000	\$90,000	292	\$60,000	\$75,000	\$85,000	275	0.00%
Graphic Designer	\$52,000	\$65,000	\$80,000	1423	\$50,000	\$62,000	\$76,800	1302	+4.84%
Presentation Designer	\$65,000	\$80,000	\$100,000	41	\$75,000	\$90,000	\$97,000	55	-11.11%
Copywriter	\$62,750	\$80,000	\$100,000	336	\$61,975	\$78,500	\$92,000	270	+1.91%

¹ Salaries are based on U.S. data entered in our salary tool from 6/30/20 to 6/30/21 for 2021 and 6/30/21 to 6/30/22 for 2022.



SALARIES BY ETHNICITY

An illuminating truth.

On average, ethnically diverse talent earned 2.25% less than their white counterparts in 2022. UX Researchers, notably, earned 12% less. On the other hand, some roles showed gains, with premium salaries paid to Data Analysts, UI Designers, and SEO Managers of color. The Digital Marketing Manager role, which paid more to employees from underrepresented ethnicities last year, showed pay parity this year.

Representation also remains a problem. Although the needle is moving in the right direction, it is moving too slowly, making progress at about 1% per year. Diversity in the advertising/marketing industry is now 32%, well short of the 41% diversity in the U.S. population.⁵

Clearly, there is still work to be done. How can you be more intentional about building a more diverse team? Get our [diversity toolkit](#) by diversity recruitment expert Jenin Tardy and diversity educator Kate Slater.

⁵ A Diversity Report for the Advertising/Marketing Industry (2022), ANA, November 2022

2023 SALARY GUIDE P. 38

“On average, ethnically diverse talent earned 2.25% less than their white counterparts in 2022.”

2023 SALARY GUIDE P. 39

UNITED STATES

ROLE	White				BIPOC*				% Difference White vs. BIPOC**
	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	
UX, UI, AND PRODUCT DESIGN									
UX Lead	\$117,996	\$140,000	\$150,750	280	\$120,000	\$150,000	\$165,000	137	-7.14%
UX Designer	\$80,000	\$100,000	\$125,000	321	\$75,000	\$97,250	\$122,000	266	+2.75%
UX Researcher	\$87,750	\$115,000	\$136,000	94	\$80,000	\$101,000	\$135,000	76	+12.17%
UI Designer	\$70,000	\$82,500	\$100,000	56	\$63,750	\$88,500	\$101,600	40	-7.27%
Product Designer	\$97,250	\$120,000	\$145,000	226	\$85,000	\$111,120	\$135,000	186	+7.40%
DIGITAL MARKETING, SEARCH, AND ANALYTICS									
Digital Marketing Manager	\$70,000	\$85,000	\$105,000	91	\$72,000	\$90,000	\$110,000	61	-5.88%
Digital Marketing Specialist	\$50,750	\$66,500	\$74,875	42	\$54,000	\$62,500	\$80,000	24	+6.02%
SEO Manager	\$54,000	\$65,995	\$88,875	16	\$76,000	\$87,000	\$100,000	15	-31.83%
Social Media Manager	\$58,500	\$72,400	\$94,250	38	\$56,000	\$70,000	\$88,000	45	+3.31%
Data Analyst	\$68,000	\$78,000	\$95,000	45	\$75,000	\$90,000	\$110,000	31	-15.38%
CREATIVE, DESIGN, AND COPY									
Art Director	\$75,000	\$90,000	\$101,295	436	\$75,000	\$90,000	\$105,000	175	0.00%
Digital Designer	\$60,000	\$76,600	\$90,000	187	\$60,000	\$75,000	\$90,000	105	+2.09%
Graphic Designer	\$51,001	\$65,000	\$80,000	906	\$50,250	\$65,000	\$80,000	440	0.00%
Presentation Designer	\$65,000	\$85,000	\$100,000	20	\$64,000	\$80,000	\$100,000	17	+5.88%
Copywriter	\$65,000	\$80,000	\$97,500	179	\$60,000	\$80,000	\$95,000	63	0.00%

* People who self-identified as Black, Indigenous, or a person of color (BIPOC).
** Example: +25% indicates the median salary for whites is 25% higher than the median for ethnically diverse talent.

2023 SALARY GUIDE P. 40



SALARIES BY GENDER

A clear barrier to equal.

Our data revealed that there continues to be a wage gap between genders*, with men making 2.7% more than women on average across all roles.

The gap is most persistent in the tech and creative areas. UX Researcher topped the chart with men being paid \$18,000 more than women—a median salary of \$123,000 for men versus \$105,000 for women. Men also made more than women in the roles of Presentation Designer (+19.4%), UI Designer (+15.8%), and Data Analyst (+6.8%).

The exceptions were Digital Marketing Managers, for which women were paid 19% more than men, and as SEO Managers, women earned 14% more than men.

As more states require salary transparency, perhaps we will see the pay gap begin to close, and women receiving equal compensation for equal work across the board.

* This data represents individuals identifying as male and female.

2023 SALARY GUIDE P. 34

“ Our data revealed that there continues to be a wage gap between genders*, with men making 2.7% more than women on average across all roles. ”

* This data represents individuals identifying as male and female.

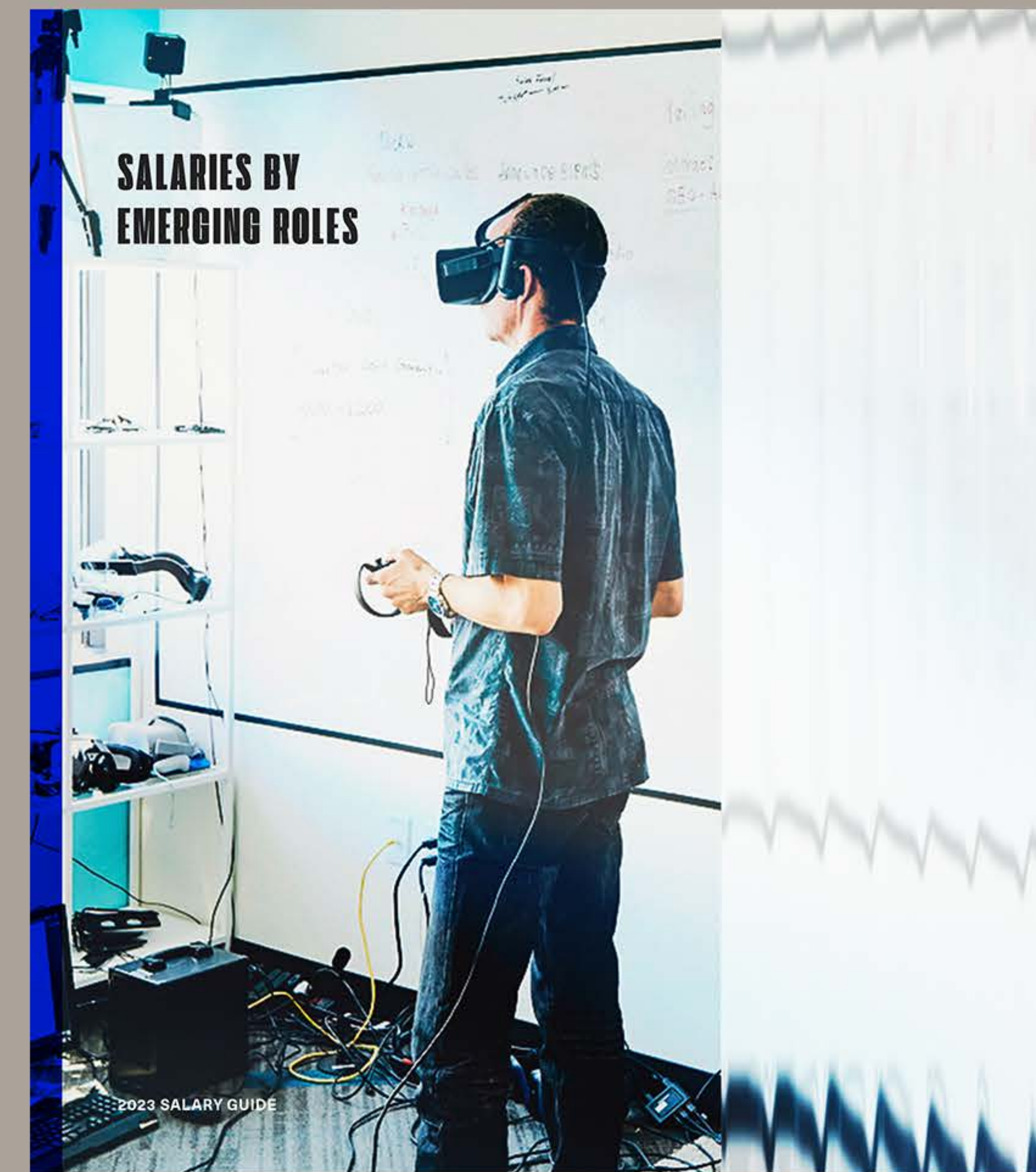
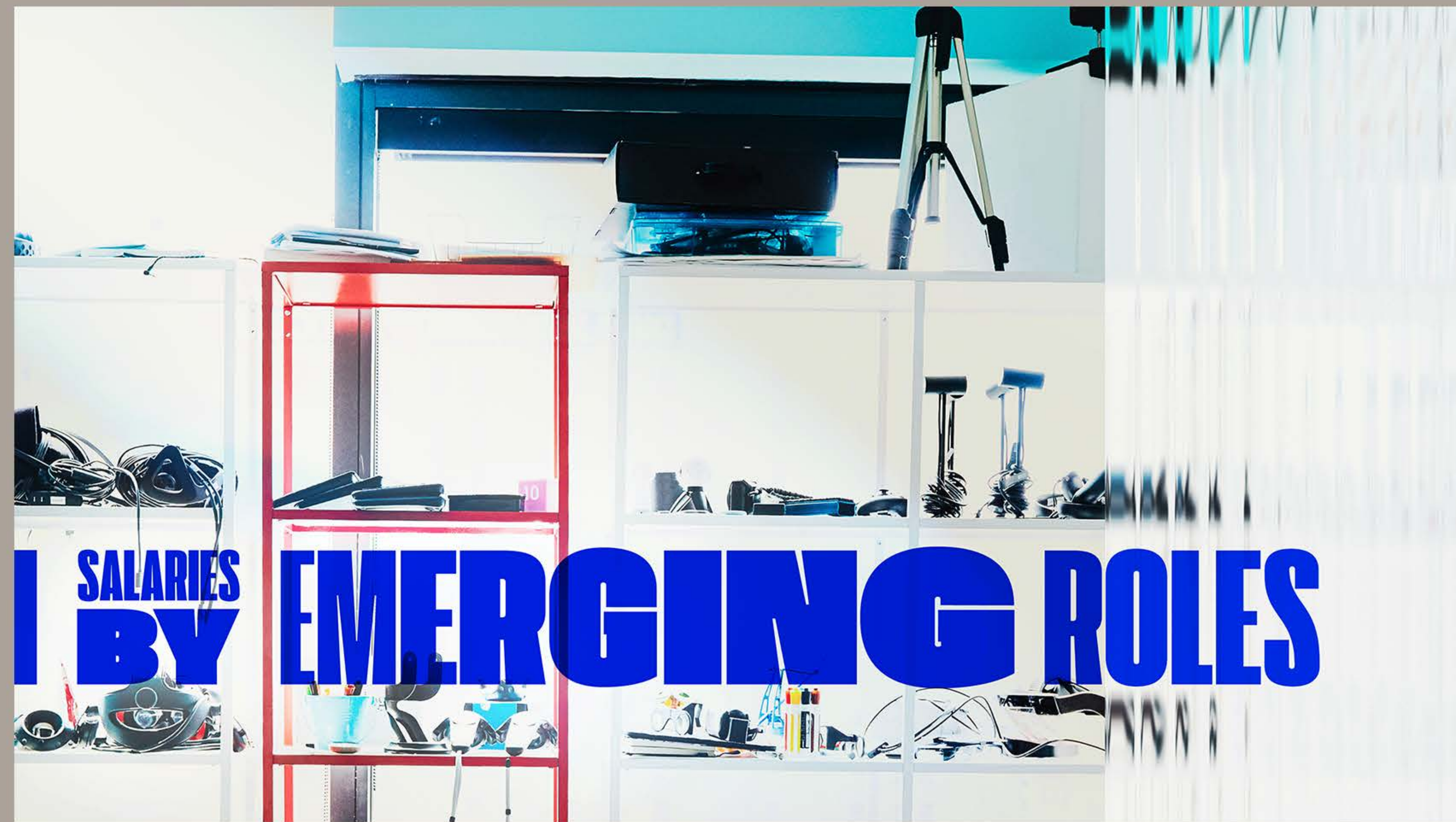
2023 SALARY GUIDE P. 35

UNITED STATES

ROLE	Male				Female				% Difference Male vs. Female ¹¹
	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	
UX, UI, AND PRODUCT DESIGN									
UX Lead	\$120,000	\$140,000	\$159,750	262	\$113,750	\$137,000	\$156,750	204	+2.14%
UX Designer	\$80,000	\$100,000	\$127,250	268	\$75,000	\$99,840	\$120,000	369	+0.16%
UX Researcher	\$93,500	\$123,000	\$140,000	57	\$83,000	\$105,000	\$135,000	127	+14.63%
UI Designer	\$72,000	\$95,000	\$108,500	47	\$65,000	\$80,000	\$100,000	52	+15.79%
Product Designer	\$100,000	\$120,500	\$150,000	210	\$85,125	\$115,000	\$138,625	226	+4.56%
DIGITAL MARKETING, SEARCH, AND ANALYTICS									
Digital Marketing Manager	\$70,000	\$80,000	\$98,500	71	\$75,000	\$95,500	\$111,500	98	-19.38%
Digital Marketing Specialist	\$60,000	\$70,000	\$78,400	23	\$53,250	\$66,500	\$78,500	50	+5.00%
SEO Manager	\$63,750	\$76,000	\$90,625	23	\$63,750	\$87,000	\$90,625	23	-14.47%
Social Media Manager	\$60,000	\$75,000	\$100,000	21	\$56,500	\$72,250	\$89,500	66	+3.67%
Data Analyst	\$69,000	\$82,500	\$103,750	46	\$70,000	\$77,000	\$90,000	33	+6.67%
CREATIVE, DESIGN, AND COPY									
Art Director	\$75,000	\$90,000	\$105,000	320	\$75,000	\$90,000	\$100,000	353	0.00%
Digital Designer	\$62,000	\$78,000	\$90,000	141	\$59,000	\$75,000	\$90,000	165	+3.85%
Graphic Designer	\$52,000	\$67,450	\$80,000	581	\$50,000	\$65,000	\$80,000	873	+3.63%
Presentation Designer	\$74,750	\$90,000	\$100,000	18	\$64,250	\$72,500	\$97,500	22	+19.44%
Copywriter	\$75,000	\$85,000	\$100,000	82	\$62,500	\$80,000	\$95,000	182	+5.88%

¹¹ Example: +25% indicates the median salary for males is 25% higher than the female median.

2023 SALARY GUIDE P. 36



Level up and press play.

The metaverse is on the horizon. And with it, comes a wave of demand for new skills needed to build immersive virtual reality experiences that take user engagement to a new level. It is expected to unleash new roles and career paths that were previously unimaginable.

Here's a peek at some of the metaverse-related roles and salaries that our Metaverse Innovation Team (MIT) is seeing, and how upskilling can pay off.

TODAY:		FUTURE:	
UX Designer	\$125,000	UX Developer	\$150,000
Digital Designer	\$90,000	Technical Artist	\$140,000
Graphic Designer	\$80,000	Concept Artist	\$100,000
Social Media Manager	\$70,000	Community Manager	\$120,000

With the metaverse expected to grow up to \$5 trillion by 2030⁶, companies and talent who are sitting on the sidelines will miss out on new opportunities. To learn more about the metaverse, read our [recent report](#), where we collaborated with a future of work expert to explore how organizations can begin taking advantage of opportunities today.

⁶ Value creation in the metaverse, McKinsey & Company, June 2022

^{*} Comparison uses "high" salary range, representing top quartile of earners.

“With the metaverse expected to grow up to \$5 trillion by 2030, companies and talent who are sitting on the sidelines will miss out on new opportunities.”

VALUE CREATION IN THE METAVERSE

McKinsey & Company, June 2022

UNITED STATES

EMERGING ROLES:

Metaverse and gaming continue to be at the forefront of emerging roles for marketing, creative, and design. These roles were selected based on placement frequency in 2022, as well as their strategic value for the future.

ROLE	LOW	MID	HIGH	Sample Size [*]
DESIGN				
Concept Artist	\$60,000	\$80,000	\$100,000	--
Character Artist	\$60,000	\$80,000	\$100,000	--
Animator	\$63,000	\$85,000	\$135,000	--
Technical Artist	\$65,000	\$95,000	\$140,000	--
Prototyper	\$78,000	\$120,000	\$200,000	--
ENGINEERING				
Front End Developer	\$65,000	\$80,000	\$120,000	--
Back End Developer	\$90,000	\$120,000	\$150,000	--
Audio Engineer	\$70,000	\$85,000	\$125,000	--
Blockchain Engineer	\$100,000	\$135,000	\$180,000	--
XR / AR / VR Engineer	\$100,000	\$135,000	\$180,000	--
OPERATIONS				
Producer	\$70,000	\$90,000	\$120,000	--
Product Manager	\$75,000	\$100,000	\$135,000	--
Marketing Strategist	\$65,000	\$125,000	\$160,000	--
UX Researcher	\$90,000	\$110,000	\$140,000	--
Community Manager	\$50,000	\$80,000	\$120,000	--

^{*} Salary data supplemented by additional market research.

U.S. CITY GROUP 1

CITIES REPRESENTED INCLUDE:

San Francisco, Silicon Valley, and New York.

This group had the highest average monthly net salaries nationwide.

ROLE	LOW	MID	HIGH	Sample Size*
AGENCY ACCOUNT MANAGEMENT AND STRATEGY				
General Manager	\$97,500	\$135,000	\$190,000	7
Group Account Director	\$161,500	\$179,000	\$200,000	19
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Head of Strategy	\$125,000	\$150,000	\$182,500	7
Strategist	\$99,500	\$113,000	\$165,000	11
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Creative Director	\$123,000	\$165,000	\$200,000	148
Associate Creative Director	\$111,750	\$137,500	\$159,250	50
Design Director	\$100,000	\$130,000	\$150,000	57
Creative Operations Manager	\$78,750	\$93,000	\$131,250	16
Design Operations Manager	\$85,000	\$100,000	\$120,000	--
Digital Designer > 5 years experience	\$90,000	\$93,000	\$100,000	29
Digital Designer ≤ 5 years experience	\$77,500	\$85,000	\$92,500	23
UI Designer > 5 years experience	\$88,750	\$115,400	\$159,000	10
UI Designer ≤ 5 years experience	\$85,000	\$100,000	\$130,000	--
Art Director > 5 years experience	\$90,000	\$110,000	\$129,750	94
Art Director ≤ 5 years experience	\$80,000	\$95,000	\$120,000	15

* Salary data supplemented by additional market research.

UNITED STATES

ROLE	2022				2021				% Difference 2022 vs. 2021 ¹
	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	
UX, UI, AND PRODUCT DESIGN									
UX Lead	\$117,000	\$140,000	\$158,000	625	\$114,750	\$132,000	\$150,000	439	+6.06%
UX Designer	\$80,000	\$100,000	\$125,000	786	\$80,000	\$95,000	\$120,000	631	+5.26%
UX Researcher	\$86,200	\$105,500	\$139,000	246	\$83,000	\$101,250	\$135,000	189	+4.20%
UI Designer	\$69,500	\$84,500	\$101,350	119	\$63,750	\$80,000	\$105,113	84	+5.63%
Product Designer	\$92,500	\$120,000	\$145,000	560	\$90,000	\$112,000	\$135,000	321	+7.14%
DIGITAL MARKETING, SEARCH, AND ANALYTICS									
Digital Marketing Manager	\$71,250	\$87,000	\$110,000	204	\$70,000	\$85,000	\$102,375	162	+2.35%
Digital Marketing Specialist	\$59,950	\$70,000	\$80,000	84	\$58,450	\$68,250	\$77,300	83	+2.56%
SEO Manager	\$66,990	\$87,000	\$99,000	45	\$61,000	\$76,000	\$87,000	35	+14.47%
Social Media Manager	\$56,500	\$72,000	\$89,500	103	\$55,000	\$72,500	\$86,000	77	-0.69%
Data Analyst	\$70,000	\$82,000	\$98,000	110	\$62,625	\$75,000	\$87,749	60	+9.33%
CREATIVE, DESIGN, AND COPY									
Art Director	\$75,000	\$90,000	\$105,000	668	\$74,875	\$88,000	\$100,000	536	+2.27%
Digital Designer	\$60,000	\$75,000	\$90,000	292	\$60,000	\$75,000	\$85,000	275	0.00%
Graphic Designer	\$52,000	\$65,000	\$80,000	1423	\$50,000	\$62,000	\$76,800	1302	+4.84%
Presentation Designer	\$65,000	\$80,000	\$100,000	41	\$75,000	\$90,000	\$97,000	55	-11.11%
Copywriter	\$62,750	\$80,000	\$100,000	336	\$61,975	\$78,500	\$92,000	270	+1.91%

¹ Salaries are based on U.S. data entered in our [salary tool](#) from 6/30/20 to 6/30/21 for 2021 and 6/30/21 to 6/30/22 for 2022.



INTRODUCTION

As the curtain lifts.

Many economists and studies are in agreement—salary transparency is critical to closing racial and gender wage gaps. Knowledge is power. And business benefits as well. An international study revealed that 84% of job seekers were more likely to apply to a position if it listed a salary range.

From California's Equal Pay Act to Canada's Pay Equity Act, the 2020s will be remembered as "The Age of Pay Transparency." In 2022, there were 17 states in the U.S. with laws around pay transparency. More are on the way. While some employers are embracing the change, others are looking for ways to avoid being transparent by providing wide, unrealistic pay ranges.

With the roller coaster ride of the post-pandemic world, where many aspects of the economy—demand, supply, inflation, employment—have yet to reach a new equilibrium, companies fully embracing wage transparency will hopefully set us on a clear path to a fairer and more balanced future.

Our 2023 Salary Guide gives you a window into actual salaries paid across the U.S. and Canada, as well as a transparent look at the pay gaps that still exist for people of color and women.

2023 SALARY GUIDE P. 02

BROWSE SALARIES BY:

GEOGRAPHY / P. 06

YEAR OVER YEAR / P. 29

GENDER / P. 33

ETHNICITY / P. 37

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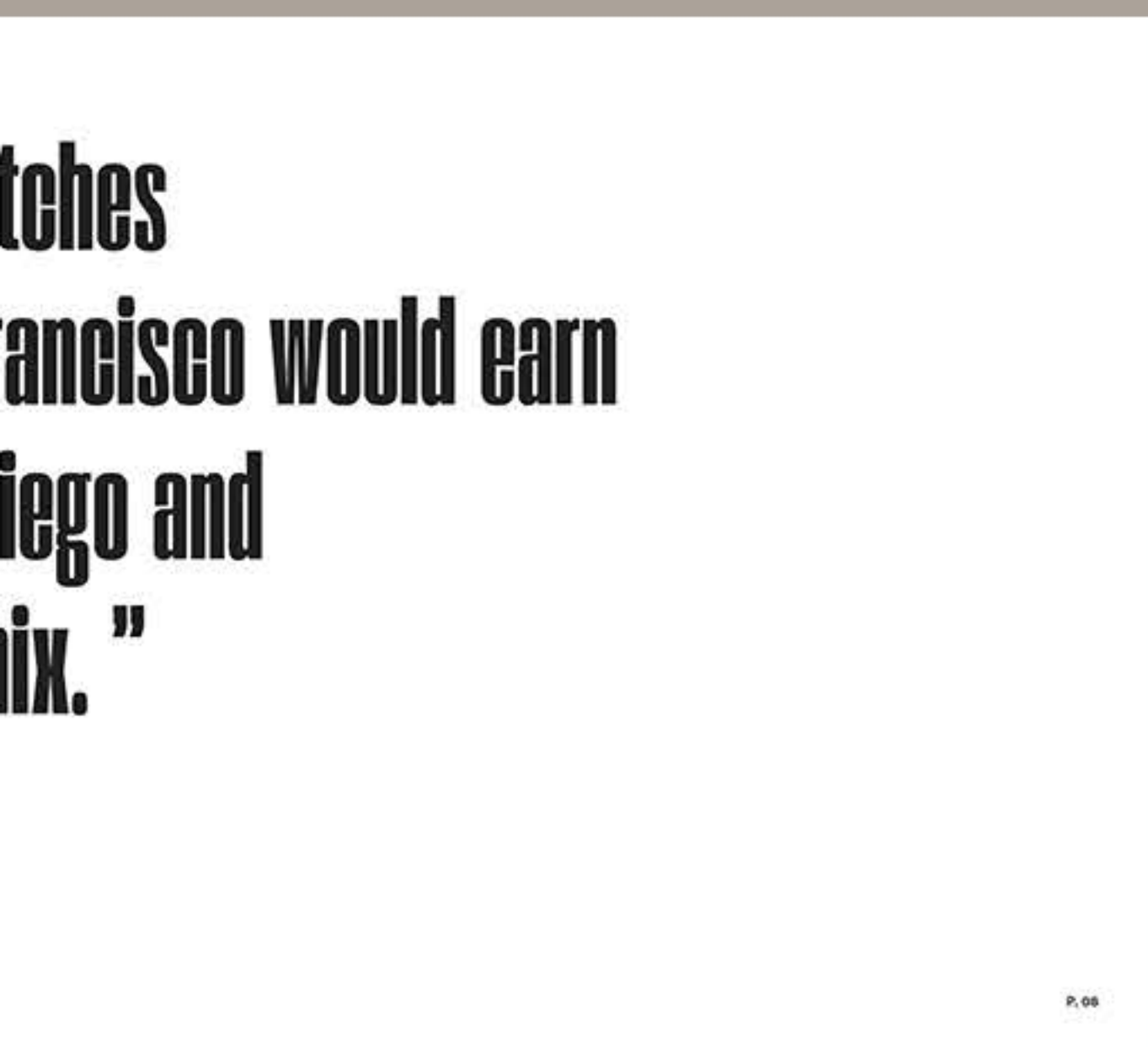
SALARIES BY GEOGRAPHY

Anywhere is the new everything.

During the pandemic, skilled marketing, creative, and digital talent relocated throughout the globe. Which means the best people may not be in your immediate location. But there's a silver lining. Companies who adopt a "work from anywhere" approach can tap into a global talent pool of diverse talent. Consider this: A U.S. LinkedIn survey of HR leaders found that 59% of respondents who are planning to move their operations to another country or region in 2022 will be moving to the U.S. from other countries. This means that in 2022, there will be a net gain of talent moving to the U.S. from other countries. This means that in 2022, there will be a net gain of talent moving to the U.S. from other countries.

These salary tables empower you to resolve wage equity and transparency across your terms and geographies. Build your strength back by focusing more on the "how" and less on the "where." For more insights on how to make successful hires, visit our Talent Acquisition and HR organization, visit our Talent Acquisition and HR organization, visit our Talent Acquisition and HR organization, visit our Talent Acquisition and HR organization.

2023 SALARY GUIDE P. 07



U.S. CITY GROUP 1

CITIES REPRESENTED INCLUDE: San Francisco, Silicon Valley, and New York

ROLE	LOW	MID	HIGH	Range Size
AGENCY ACCOUNT MANAGEMENT AND STRATEGY				
General Manager	\$97,500	\$178,000	\$195,000	7
Group Account Director	\$115,000	\$178,000	\$200,000	16
Account Director	\$65,000	\$112,000	\$139,750	14
Senior Account Manager	\$62,000	\$92,000	\$113,250	24
Account Manager	\$75,000	\$88,250	\$113,000	14
Account Coordinator / Executive	\$68,500	\$93,000	\$95,500	8
Head of Strategy	\$118,000	\$150,000	\$180,500	7
Strategist	\$99,000	\$113,000	\$145,000	11
CREATIVE AND DESIGN				
Creative Director	\$123,000	\$195,000	\$200,000	118
Associate Creative Director	\$117,500	\$172,000	\$192,250	50
Design Director	\$200,000	\$175,000	\$160,000	—
Creative Operations Manager	\$139,750	\$85,000	\$151,250	16
Design Operations Manager	\$59,000	\$100,000	\$103,000	—
Digital Designer - 5 years experience	\$90,000	\$85,000	\$100,000	20
Digital Designer - 4 years experience	\$77,000	\$86,000	\$102,500	23
UI Designer - 5 years experience	\$80,750	\$114,400	\$165,000	10
UI Designer - 4 years experience	\$86,000	\$100,000	\$136,000	10
Art Director - 5 years experience	\$80,000	\$115,000	\$139,750	34
Art Director - 4 years experience	\$85,000	\$95,000	\$120,000	15

2023 SALARY GUIDE P. 08

U.S. CITY GROUP 2

CITIES REPRESENTED INCLUDE: Atlanta, Boston, Dallas, Los Angeles, Orange County, San Diego, Seattle, and Washington, DC

ROLE	LOW	MID	HIGH	Range Size
AGENCY ACCOUNT MANAGEMENT AND STRATEGY				
General Manager	\$118,750	\$137,500	\$212,000	12
Global Account Director	\$129,750	\$169,250	\$208,000	24
Account Director	\$102,500	\$121,500	\$168,250	28
Senior Account Manager	\$96,000	\$156,000	\$133,000	17
Account Manager	\$114,000	\$97,250	\$88,750	28
Account Coordinator / Executive	\$93,000	\$132,000	\$109,000	11
Head of Strategy	\$148,750	\$119,000	\$198,000	23
Strategist	\$114,250	\$160,000	\$141,250	19
CREATIVE AND DESIGN				
Creative Director	\$102,000	\$133,000	\$147,750	190
Associate Creative Director	\$99,000	\$114,500	\$140,000	34
Design Director	\$200,000	\$114,500	\$100,000	41
Creative Operations Manager	\$82,000	\$93,250	\$111,000	27
Design Operations Manager	\$68,000	\$86,000	\$101,000	11
Digital Designer - 5 years experience	\$127,000	\$66,000	\$93,000	47
Digital Designer - 4 years experience	\$82,000	\$70,000	\$93,000	16
UI Designer - 5 years experience	\$88,500	\$97,000	\$148,000	7
UI Designer - 4 years experience	\$107,000	\$105,000	\$121,000	12
Art Director - 5 years experience	\$82,000	\$96,000	\$106,000	100
Art Director - 4 years experience	\$80,000	\$100,000	\$110,000	26

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U.S. CITY GROUP 3

CITIES REPRESENTED INCLUDE: Austin, Baltimore, Charlotte, Chicago, Denver, Doha, Houston, Miami, Milwaukee, Orlando, Philadelphia, Phoenix, Portland, Raleigh/Durham, Richmond, and Tampa

ROLE	LOW	MID	HIGH	Range Size
AGENCY ACCOUNT MANAGEMENT AND STRATEGY				
General Manager	\$89,250	\$132,000	\$195,000	50
Group Account Director	\$132,000	\$164,000	\$195,000	60
Account Director	\$93,250	\$116,000	\$138,750	100
Senior Account Manager	\$75,000	\$90,000	\$125,250	124
Account Manager	\$100,000	\$123,000	\$89,000	101
Account Coordinator / Executive	\$100,000	\$88,000	\$80,000	71
Head of Strategy	\$170,000	\$163,000	\$200,000	44
Strategist	\$90,000	\$104,000	\$143,000	54
CREATIVE AND DESIGN				
Creative Director	\$89,750	\$128,000	\$165,000	814
Associate Creative Director	\$142,250	\$104,000	\$132,000	202
Design Director	\$122,000	\$108,000	\$103,000	154
Creative Operations Manager	\$75,000	\$90,000	\$125,250	73
Design Operations Manager	\$85,000	\$90,000	\$101,000	26
Digital Designer - 5 years experience	\$64,000	\$88,000	\$96,000	187
Digital Designer - 4 years experience	\$60,000	\$86,000	\$88,000	71
UI Designer - 5 years experience	\$83,000	\$95,000	\$138,000	62
UI Designer - 4 years experience	\$80,000	\$105,000	\$127,000	47
Art Director - 5 years experience	\$80,000	\$94,000	\$106,000	402
Art Director - 4 years experience	\$90,000	\$93,000	\$98,000	107

2023 SALARY GUIDE P. 18

CANADIAN CITIES (CAD)

CITIES REPRESENTED INCLUDE: Montreal, Toronto, Vancouver, and Calgary in addition to other Canadian cities.

ROLE	LOW	MID	HIGH	Range Size
AGENCY ACCOUNT MANAGEMENT AND STRATEGY				
General Manager	\$110,000	\$160,000	\$200,000	—
Group Account Director	\$80,000	\$100,000	\$140,000	—
Account Director	\$75,000	\$105,000	\$125,000	—
Senior Account Manager	\$75,000	\$100,000	\$120,000	—
Account Manager	\$65,000	\$85,000	\$84,000	—
Account Coordinator / Executive	\$85,000	\$105,000	\$100,000	—
Head of Strategy	\$80,000	\$100,000	\$120,000	—
Strategist	\$65,000	\$85,000	\$100,000	—
CREATIVE AND DESIGN				
Creative Director	\$118,000	\$120,000	\$145,000	—
Associate Creative Director	\$100,000	\$110,000	\$120,000	—
Design Director	\$105,000	\$100,000	\$145,000	—
Creative Operations Manager	\$90,000	\$95,000	\$110,000	—
Design Operations Manager	\$85,000	\$90,000	\$100,000	—
Digital Designer - 5 years experience	\$65,000	\$65,000	\$97,000	—
Digital Designer - 4 years experience	\$65,000	\$80,000	\$90,000	—
UI Designer - 5 years experience	\$65,000	\$100,000	\$120,000	—
UI Designer - 4 years experience	\$65,000	\$90,000	\$95,000	—
Art Director - 5 years experience	\$85,000	\$85,000	\$107,000	—
Art Director - 4 years experience	\$85,000	\$82,000	\$105,000	—

2023 SALARY GUIDE P. 24



“U.S. companies plan to play catch-up in 2023 with an average pay increase of 4.6%.”

In 2022, salaries trended up with an average increase of 1.1% across the board. But when you dig into the numbers, you discover that with a 7.1% annual inflation rate, employees' real wages are actually down 6% from last year. A recent report by Willis Towers Water's stated that U.S. companies plan to raise their average 2023 with an average pay increase of 4.6%. Plus, according to Mercer, 70% of large employers are planning to implement flexible compensation plans that allow them to tailor their pay to the market and talent. This means that in 2023, there will be a net gain of talent moving to the U.S. from other countries. This means that in 2023, there will be a net gain of talent moving to the U.S. from other countries.

2023 SALARY GUIDE P. 30

UNITED STATES

ROLE	2022				2021				% Difference
	LOW	MID	HIGH	Range Size	LOW	MID	HIGH	Range Size	
UX, UI, AND PRODUCT DESIGN									
UX Lead	\$117,000	\$140,000	\$168,000	621	\$114,750	\$132,000	\$160,000	470	+5.94%
UX Designer	\$80,000	\$100,000	\$130,000	156	\$80,000	\$99,000	\$130,000	151	+5.34%
UX Researcher	\$86,250	\$106,000	\$150,000	243	\$85,000	\$103,250	\$135,000	189	+4.22%
UI Designer	\$68,500	\$84,500	\$101,500	119	\$67,750	\$83,000	\$106,750	84	+5.47%
Product Designer	\$82,500	\$103,000	\$148,000	150	\$80,000	\$112,000	\$135,000	121	+5.44%
DIGITAL MARKETING, SEARCH, AND ANALYTICS									
Digital Marketing Manager	\$71,250	\$87,000	\$110,000	214	\$70,000	\$85,000	\$102,375	162	+2.38%
Digital Marketing Specialist	\$69,500	\$79,000	\$93,000	91	\$64,400	\$80,250	\$112,250	81	+2.84%
SEO Manager	\$86,000	\$93,000	\$109,000	43	\$85,000	\$92,000	\$107,000	38	+8.43%
Social Media Manager	\$64,500	\$72,000	\$88,000	103	\$64,000	\$70,000	\$86,000	77	+0.49%
Data Analyst	\$70,000	\$80,000	\$98,000	110	\$69,625	\$79,500	\$97,750	89	+8.25%
CREATIVE, DESIGN, AND COPY									
Art Director	\$75,000	\$90,000	\$105,000	69	\$74,875	\$88,000	\$106,000	116	+2.37%
Digital Designer	\$62,000	\$70,000	\$88,000	202	\$60,000	\$70,000	\$85,000	178	0.00%
Graphic Designer	\$62,000	\$66,000	\$80,000	143	\$60,000	\$62,000	\$76,000	160	+5.84%
Presentation Designer	\$65,000	\$80,000	\$100,000	41	\$70,000	\$92,000	\$97,000	56	+5.41%
Copywriter	\$82,750	\$80,000	\$100,000	33	\$80,975	\$78,500	\$92,000	37	+18.61%

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SALARIES BY GENDER

A clear barrier to equal.

Our data revealed that there continues to be a wage gap between genders*, with men earning 2.7% more than women on average across all roles.

The gap is most persistent in the UX and creative space. UX Researcher topped the chart with men being paid \$18,000 more than women—a median salary of \$132,000 for men versus \$108,000 for women. Men also made more than women in the roles of Presentation Designer (15%), UI Designer (14%), and Data Analyst (14%).

As more states require salary transparency, job seekers will have the wage gap more in focus, and women requesting equal compensation for equal work across the board.

2023 SALARY GUIDE P. 34

that there continues to be a wage gap between genders*, with men earning 2.7% more than women on average

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UNITED STATES

ROLE	Male			Female			% Difference (Men vs. Women)		
	LOW	MID	HIGH	LOW	MID	HIGH			
UX, UI, AND PRODUCT DESIGN									
UX Lead	\$160,000	\$180,000	\$187,500	202	\$112,750	\$127,000	\$157,750	224	+28.4%
UX Designer	\$80,000	\$100,000	\$121,250	203	\$75,000	\$90,800	\$106,000	109	+5.51%
UX Researcher	\$93,500	\$120,000	\$142,000	57	\$83,000	\$103,000	\$130,000	127	+18.63%
UI Designer	\$70,250	\$84,000	\$103,000	47	\$69,000	\$80,000	\$100,000	82	+18.37%
Product Designer	\$70,000	\$100,000	\$130,000	119	\$66,125	\$110,000	\$138,250	118	+6.83%
DIGITAL MARKETING, SEARCH, AND ANALYTICS									
Digital Marketing Manager	\$70,000	\$80,000	\$96,000	71	\$70,000	\$80,000	\$101,000	58	+9.38%
Digital Marketing Specialist	\$66,000	\$70,000	\$74,400	23	\$55,475	\$68,000	\$78,500	10	+5.00%
SEO Manager	\$93,250	\$76,000	\$90,625	23	\$83,750	\$97,000	\$90,825	23	+16.47%
Social Media Manager	\$62,000	\$76,000	\$102,000	21	\$56,000	\$70,250	\$93,000	41	+12.87%
Data Analyst	\$68,250	\$82,000	\$102,750	45	\$70,000	\$77,000	\$90,000	21	+6.57%
CREATIVE, DESIGN, AND COPY									
Art Director	\$75,000	\$90,000	\$105,000	230	\$74,000	\$88,000	\$108,000	113	0.00%
Digital Designer	\$62,000	\$74,000	\$92,000	141	\$60,000	\$74,000	\$90,000	165	+9.85%
Graphic Designer	\$62,000	\$67,000	\$82,000	141	\$60,000	\$65,000	\$80,000	172	+9.37%
Presentation Designer	\$74,250	\$90,000	\$102,000	12	\$64,500	\$73,000	\$81,000	12	+18.84%
Copywriter	\$78,000	\$86,000	\$100,000	82	\$64,000	\$80,000	\$95,000	102	+5.89%

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SALARIES BY ETHNICITY

An illuminating truth.

On average, ethnically diverse talent earned 2.25% less than their white counterparts in 2022. UX Researchers, notably, earned 12% less. On the other hand, some ethnically diverse groups with premium salaries paid to Data Analysts, UI Designers, and SEO Managers of color. The Digital Marketing Manager role, which paid more to employees than underrepresented ethnics last year, showed pay parity this year.

Representation remains a problem. Although the needs in hiring in the right direction, it is moving too slowly, making

progress at about 1% per year. Diversity in the advertising and marketing industry is now 25%, well short of the 48% diversity in the U.S. population.*

Clearly, there is still work to be done. How can you be more intentional about building a more diverse team? Get our diversity toolkit by checking out our expert team on diversity and inclusion: Kim Blank.

2023 SALARY GUIDE P. 38

“On average, ethnically diverse talent earned 2.25% less than their white counterparts in 2022.”

2023 SALARY GUIDE P. 38

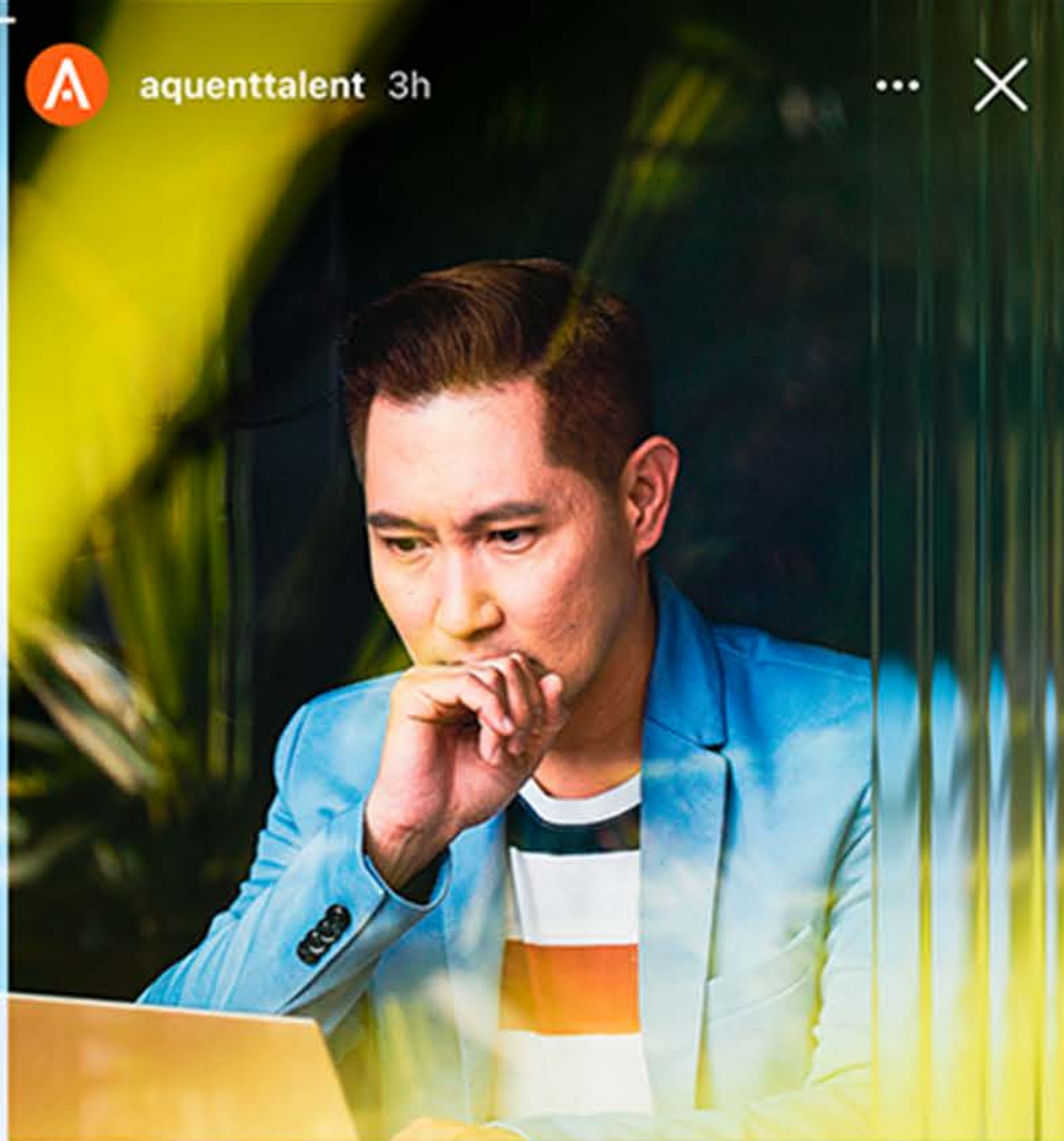
UNITED STATES

ROLE	WHITE	ETHNICALLY DIVERSE	% DIFFERENCE
UX, UI, AND PRODUCT DESIGN			
UX Lead	\$180,000	\$127,750	-28.4%
UX Designer	\$100,000	\$106,000	+5.51%
UX Researcher	\$120,000	\$130,000	+18.63%
Product Designer	\$100,000	\$138,250	+6.83%
DIGITAL MARKETING, SEARCH, AND ANALYTICS			
Digital Marketing Manager	\$80,000	\$101,000	+9.38%
Digital Marketing Specialist	\$70,000	\$78,500	+5.00%
SEO Manager	\$76,000	\$90,825	+16.47%
Social Media Manager	\$76,000	\$93,000	+12.87%
Data Analyst	\$82,000	\$90,000	+6.57%
CREATIVE, DESIGN, AND COPY			
Art Director	\$90,000	\$108,000	0.00%
Digital Designer	\$74,000	\$90,000	+9.85%
Graphic Designer	\$67,000	\$80,000	+9.37%
Presentation Designer	\$90,000	\$81,000	+18.84%
Copywriter	\$86,000	\$95,000	+5.89%

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Wages aren't keeping up with inflation.

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Men are making 2.7% more than women on average across all roles.

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Ethnically diverse talent earned 2.25% less than their white counterparts in 2022.

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With the average annual salary increase at 1.1% and inflation looming somewhere around 7.7%, real wages and buying power have significantly declined. Will talent start demanding higher wages from their employers? Our 2023 guide ...see more

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Wages aren't keeping up with inflation.

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In terms of pay equity, there's work to be done. Believe it or not, men are still earning 2.7% more. That's across That's across all roles in marketing, creative, and design. We address the gender pay gap in our 2023 Salary Guide, ...see more

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Men are making 2.7% more than women on average across all roles.

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Ethnically diverse talent earned 2.25% less than their white counterparts in 2022.

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The stats on salaries are out. Download the 2023 Guide today. <https://lnkd.in/eQg6ptmH> ...see more

ACCOUNT DIRECTOR:

\$75,000 Low	\$100,000 Medium	\$120,000 High
------------------------	----------------------------	--------------------------

Salary figures are in Canadian dollars.

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Before you earn what you're worth, you have to learn what you're worth. Download the 2023 Salary Guide. <https://bit.ly/3FYgSlu> ...see more

UX LEAD SALARY BY LOCATION:

\$184,750 San Francisco	\$163,000 San Diego	\$155,000 Phoenix
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There's a vast salary range for Social Media Managers this year, all of which comes down to experience and location. Learn how to attract the right talent or advance your career in our 2023 Salary Guide. ...see more

SOCIAL MEDIA MANAGER:

\$56,500 Low	\$83,000 Medium	\$104,750 High
------------------------	---------------------------	--------------------------

Cities represented include: San Francisco, Silicon Valley, and New York.

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The metaverse is on the horizon—and it's expected to grow up to \$5 trillion by 2030. ...see more

NEW INNOVATION ROLES ON THE RISE:

TODAY:		FUTURE:	
UX Designer	\$125,000	UX Developer	\$150,000
Digital Designer	\$90,000	Technical Artist	\$140,000
Graphic Designer	\$80,000	Concept Artist	\$100,000
Social Media Manager	\$70,000	Community Manager	\$120,000

* Comparison uses "high" salary range, representing top quartile of earners.

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2023 SALARY GUIDE

Seeing is believing.

With salary benchmarks for 100+ roles in marketing, creative, and design, our 2023 guide provides the key insights you need.

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As a global work solutions company, we help guide businesses toward the talent, technology, and services they need to create a better future of work.

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2023 Salary Guide

So glad you joined the conversation. Our 2023 Salary Guide gives you a window into the state of salaries today, plus benchmarks for 100+ marketing, creative, and digital roles.

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