

# CREATIVE EARNERS

2021 / 2022 RESULTS OF THE CANADIAN

SURVEY OF SALARIES AND BILLING PRACTICES

IN THE COMMUNICATION DESIGN INDUSTRY

RGD



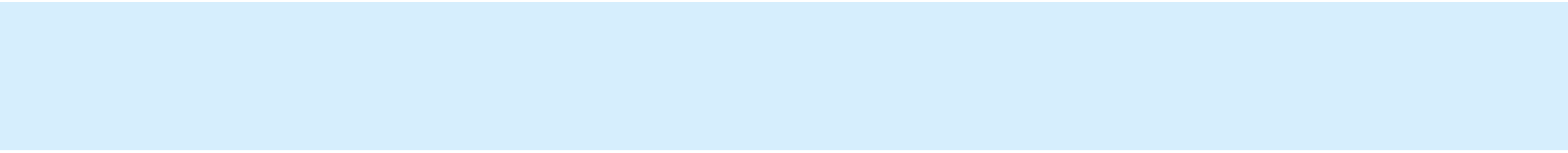
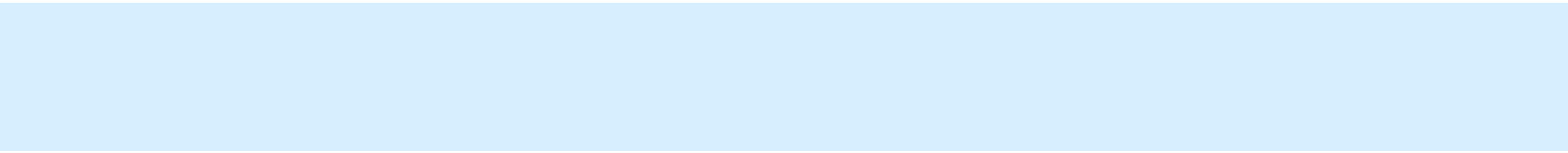
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# INTRODUCTION

In collaboration with the Design Professionals of Canada (DesCan), the Association of Registered Graphic Designers (RGD) is pleased to present the results of our 10th national survey of salaries and billing practices in the Canadian communication design industry.

As part of its mandate to serve the best interests of the graphic design community, business and the public, the RGD published its first national survey in 2001. We conducted subsequent surveys in 2003, 2005, 2007, 2010, 2012, 2014, 2016 and 2019.






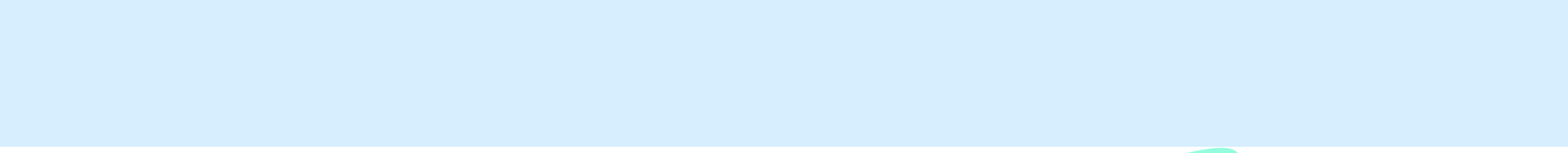
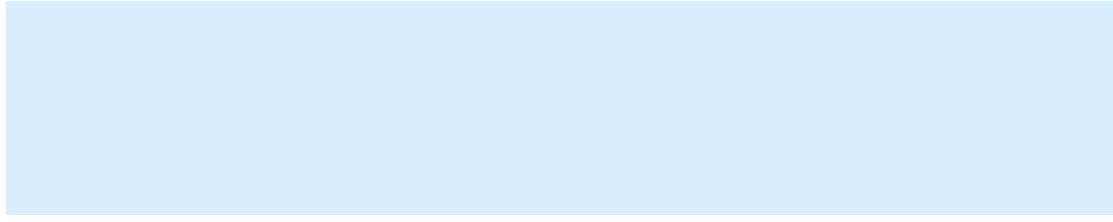
A lot has changed since the last report was released three years ago.

The COVID-19 pandemic hit in 2020, changing work and business as we knew it. Subsequently, this survey posed questions that we have not asked before—questions related to workloads, where employees will work in the future and how people are managing their mental health.

2020 also ushered in important conversations concerning diversity, equity and inclusion (DEI). In an effort to release a report that considers the way gender identity, sexual orientation and race can affect salary and compensation, we asked respondents to identify in all three areas. We also asked respondents to share how their workplaces have committed to DEI measures.

In addition to asking new questions, we also asked a number of open-ended ones, allowing respondents to share their thoughts in detail. For the sake of brevity, we have omitted these answers from this formal report, but they will be available to read on [creativeearners.ca](https://creativeearners.ca).

We are extremely grateful to the 3,220 graphic design and related communications professionals from across Canada who participated in this survey, sharing information about where they work, who they work for and what they are paid. We are pleased to present the results here, enhancing our understanding of the economic value of our industry.





# METHOD

An online survey was promoted by RGD, DesCan and SDGQ (the Société des designers graphique du Québec). Members and non-member contacts from the three organizations were sent email invitations with a link to the survey. The link was shared on the websites and social media channels of the organizations listed above, and respondents were encouraged to invite colleagues to participate.

A variety of prizes were offered as an incentive to respond. Emails were collected solely for the purposes of identifying prize winners. Respondents had the option to not provide an email address.

The survey was available in both English and French, and was open from March 21 to September 19, 2022.

## CAVEAT

Because of the modest response rate achieved for some questions, this data should not be viewed as a nationally representative statistical sample of all professionals. It does provide a reflection of what some in these professions were earning at the time the results were collected. Caution should be applied in interpreting the results where the number of respondents is small. For reference, respondent numbers are presented beside each presentation of data.

**DEMO**

**GRAPHICS**



# DEMOGRAPHICS

3,220 professionals responded to the survey, a 20% decrease in respondents from the survey in 2019.

Just over half (55%) of respondents reside in Ontario, with the next largest groups coming from British Columbia (17%), Quebec (9%) and Alberta (8%).

Approximately 63% of survey respondents are women, 35% are men, 2% are non-binary and less than 2% are gender-fluid, gender non-confirming, transgender or two-spirit. 2% preferred not to answer.

About 78% of respondents identify as heterosexual, 7% as bisexual, 5% identify as lesbian or gay and less than 4% identify as asexual, pansexual, queer or questioning. 10% preferred not to answer.

The majority of respondents identify as white (70%), with the next largest groups identifying as Chinese (8%), South Asian (6%) and Latin American (4%).

92% are Canadian citizens (by birth or naturalization), 6% are permanent residents and 2% are landed immigrants.

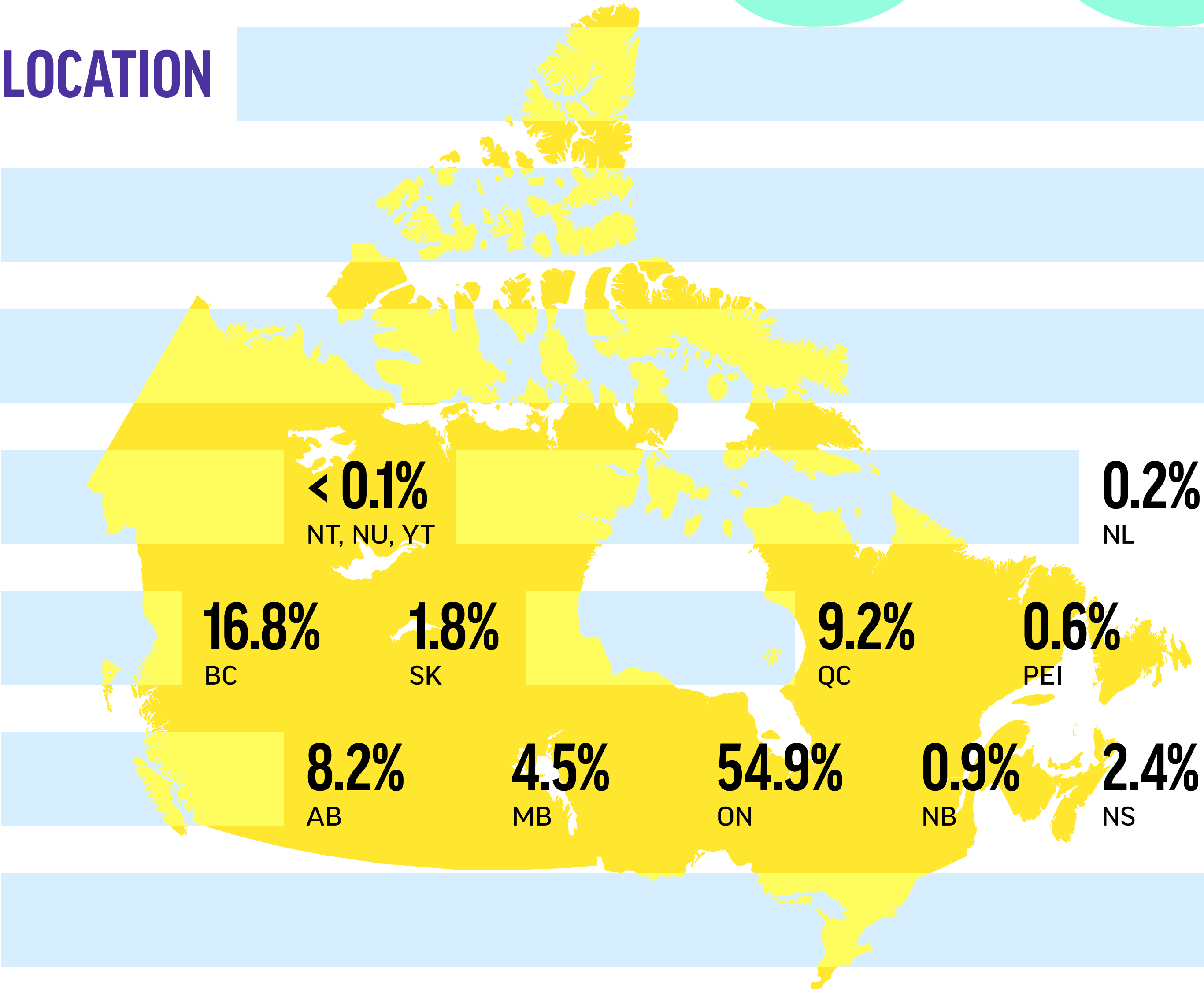
Survey respondents were asked if they identify as a person with a disability, with 15% answering in the affirmative, a marked increase from 3% in 2019. From these respondents, the largest number (57%) indicate having a mental health condition, another increase from 2019 (44%).

The largest number of respondents (56%) are working as designers. There are a significant number of Creative/Design Directors (12%) and Art Directors (9%). About 7% are business owners.

Slightly over half of respondents (52%) have more than 10 years of experience in the creative field. Most respondents have graduated from a post-secondary institution with either a College Diploma (37%) or a Bachelor's Degree (34%).

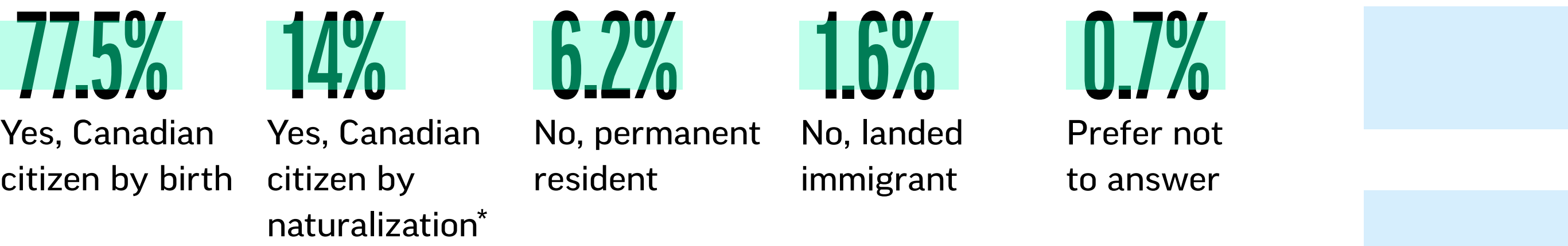


# LOCATION



# CITIZENSHIP

3,154 responses

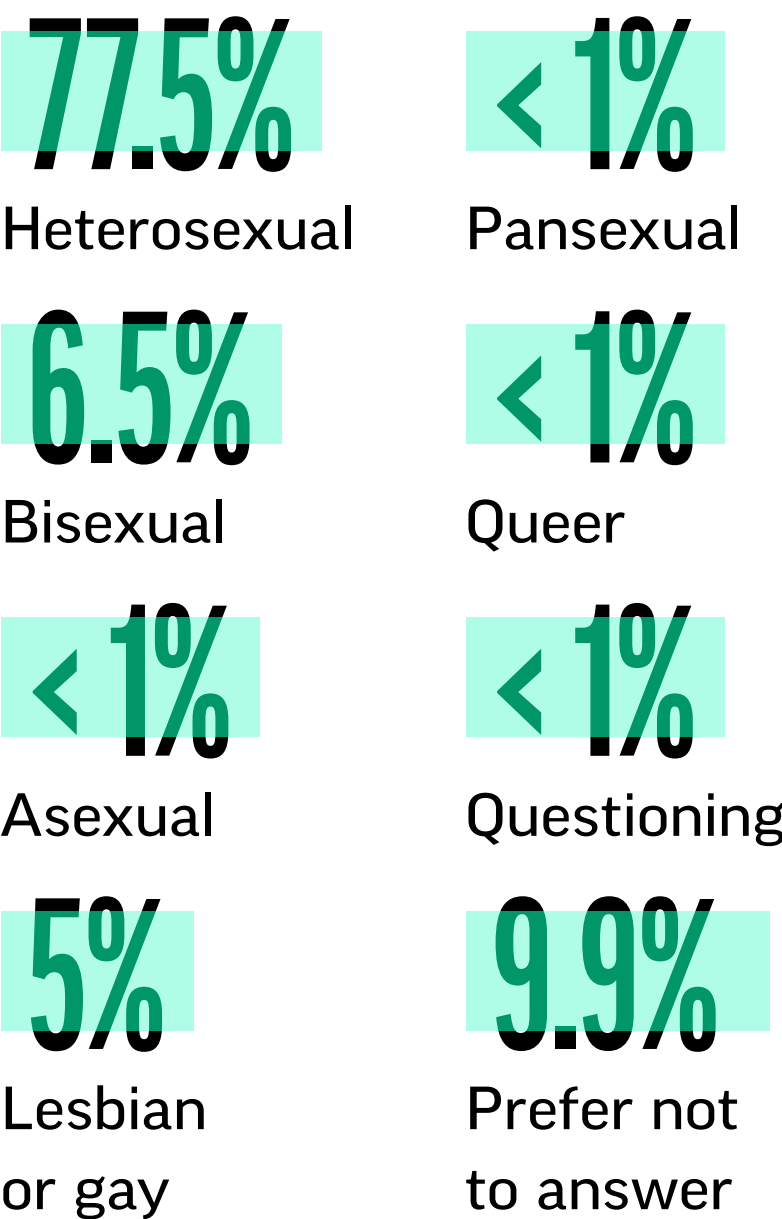


\*Canadian citizen by naturalization refers to an immigrant who was granted citizenship of Canada under the Citizenship Act.



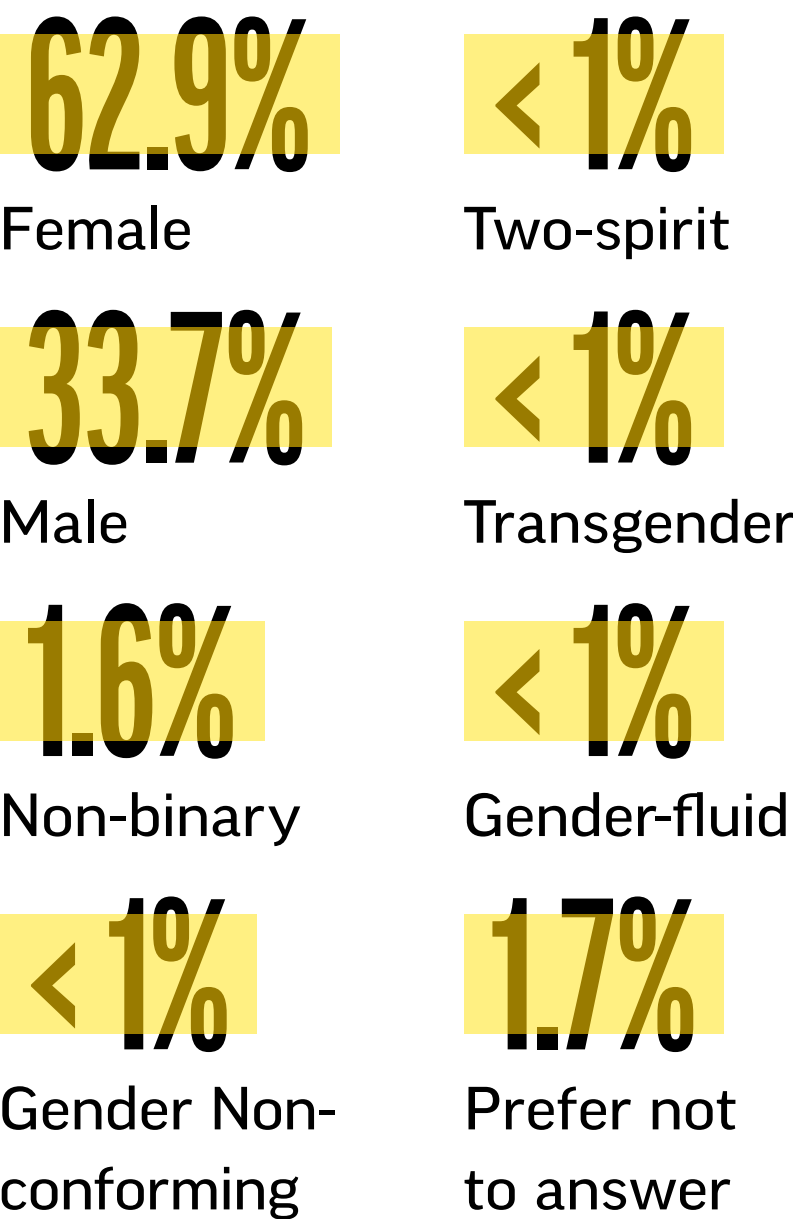
# SEXUAL ORIENTATION

3,154 responses



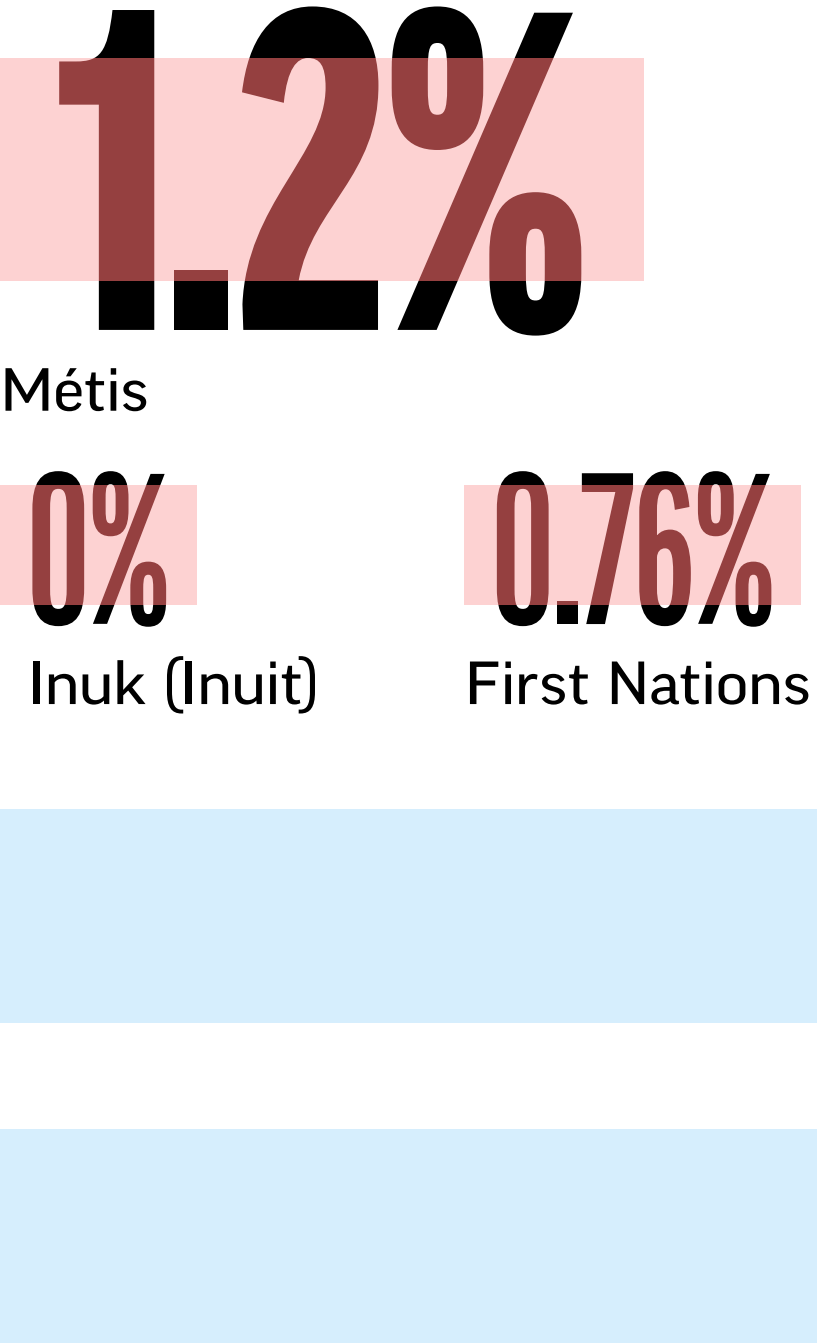
# GENDER IDENTITY

3,147 responses



# INDIGENOUS RESPONSES

3,154 responses

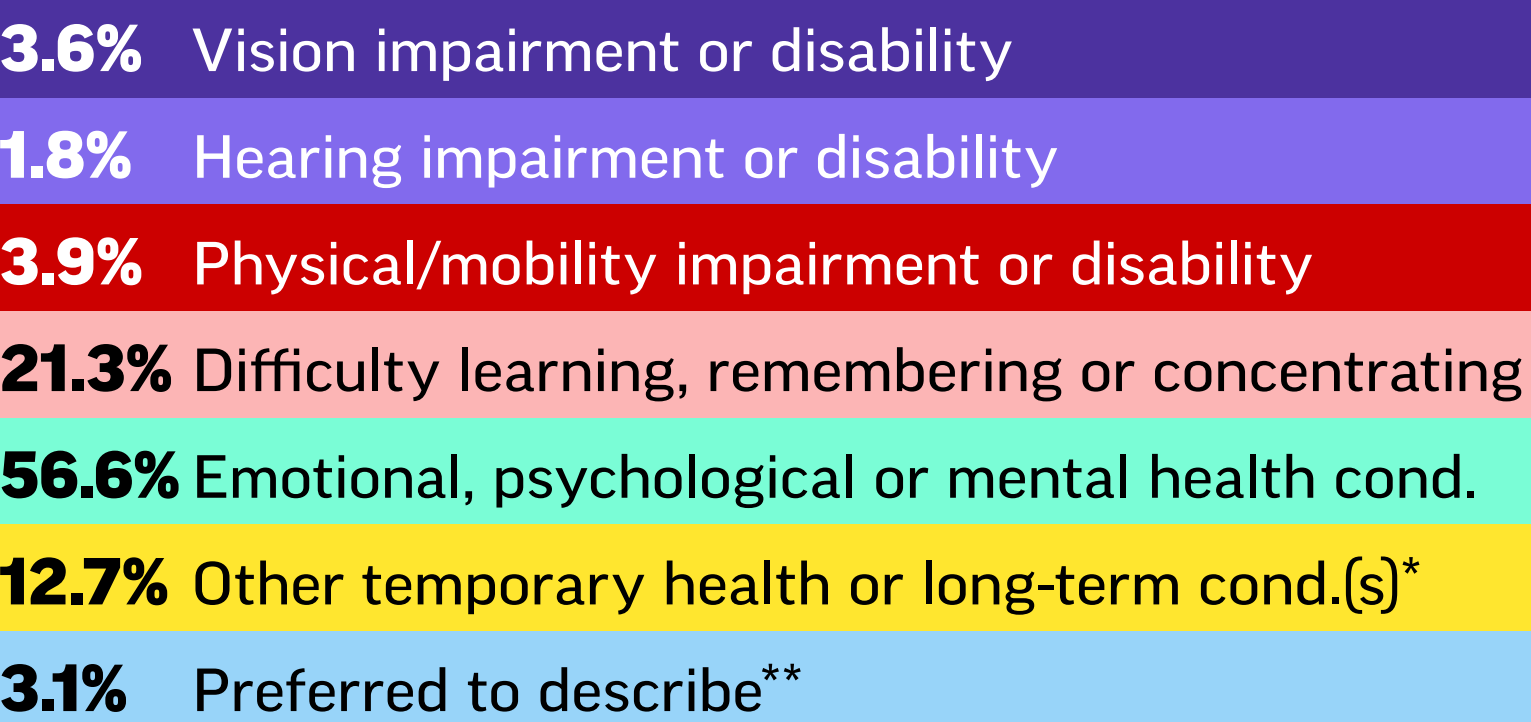


# DO YOU IDENTIFY AS SOMEONE WITH A DISABILITY?

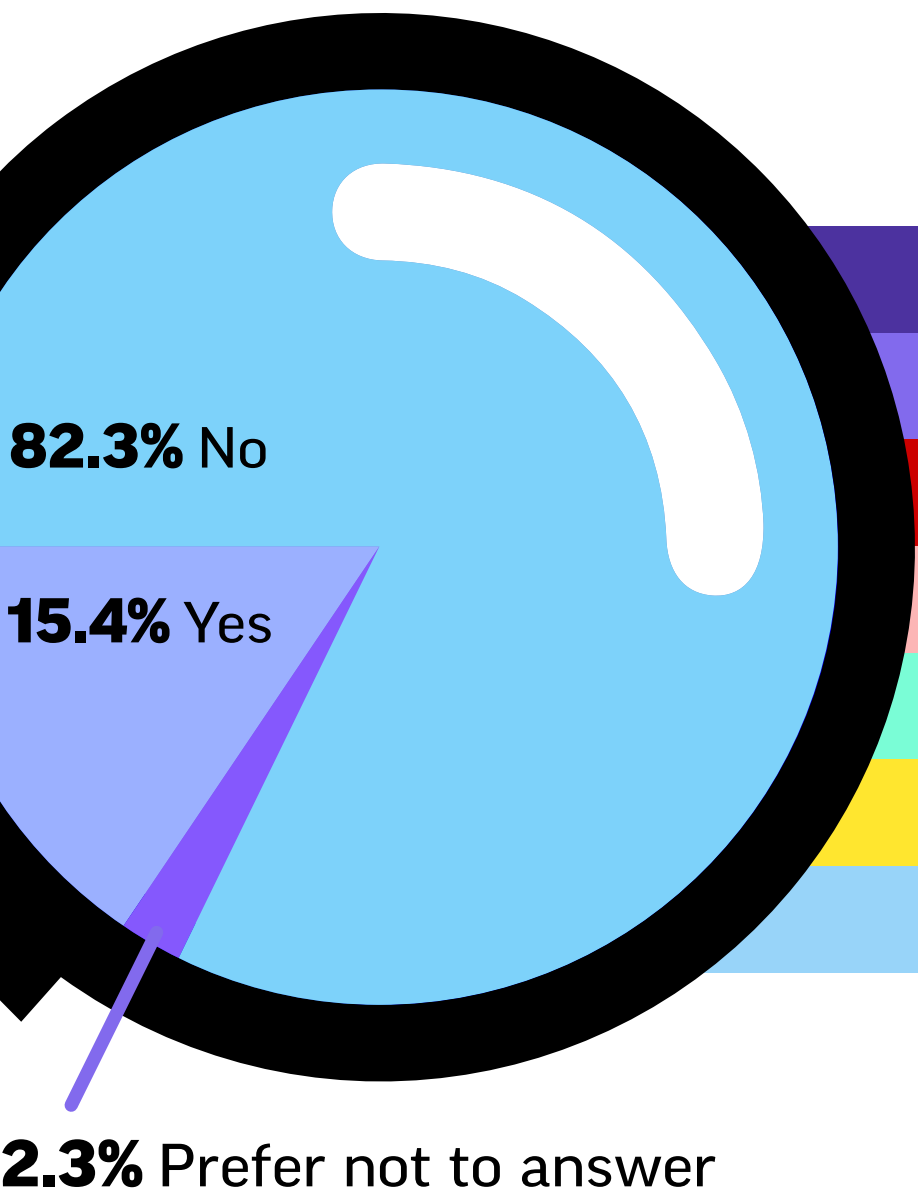
3,154 responses

## DISABILITIES IDENTIFIED

Respondents could select multiple

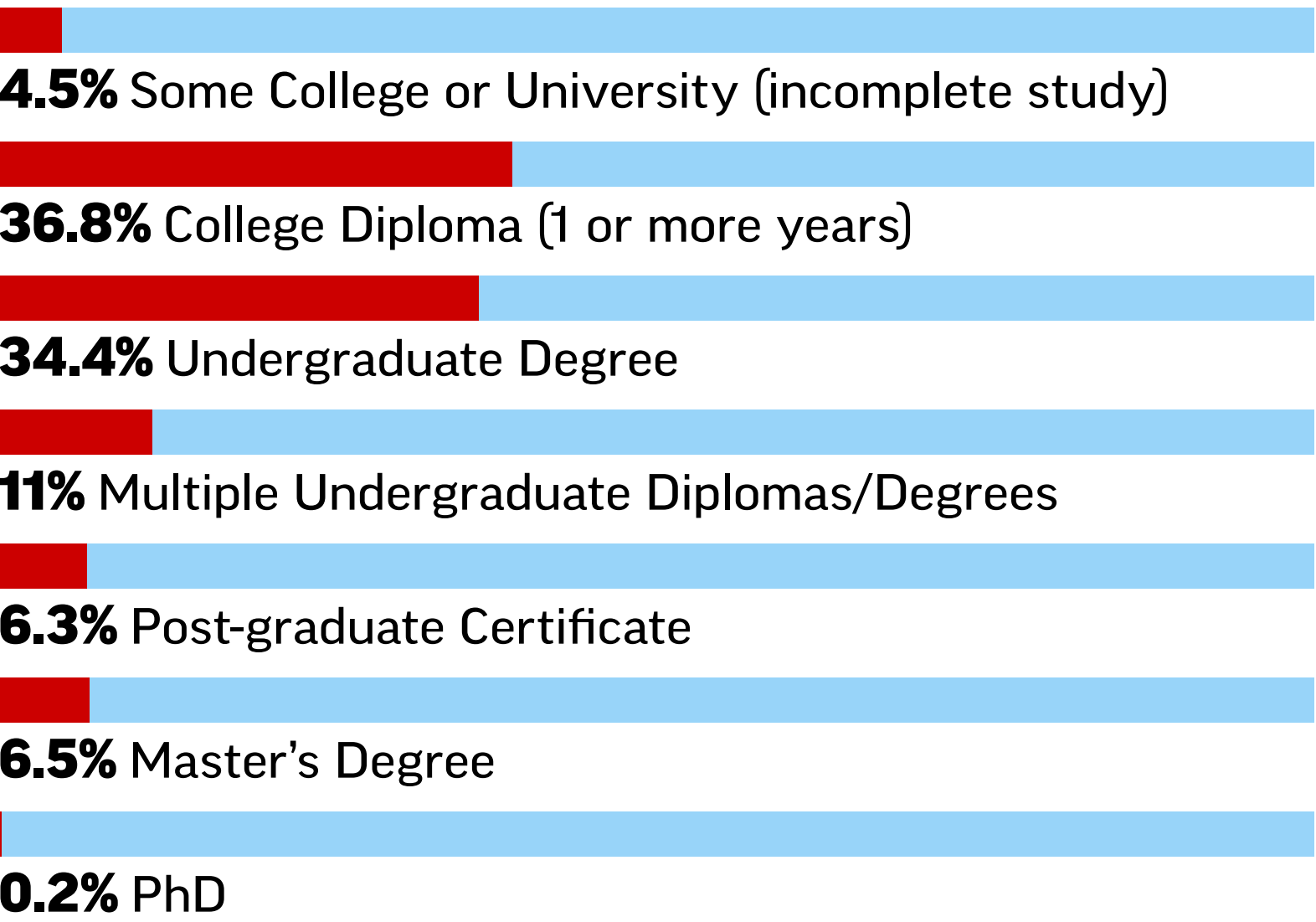


\*Lasted or is expected to last for six or more months.  
\*\*Included child with chronic medical conditions/disability, brain injury, hypersomnia.



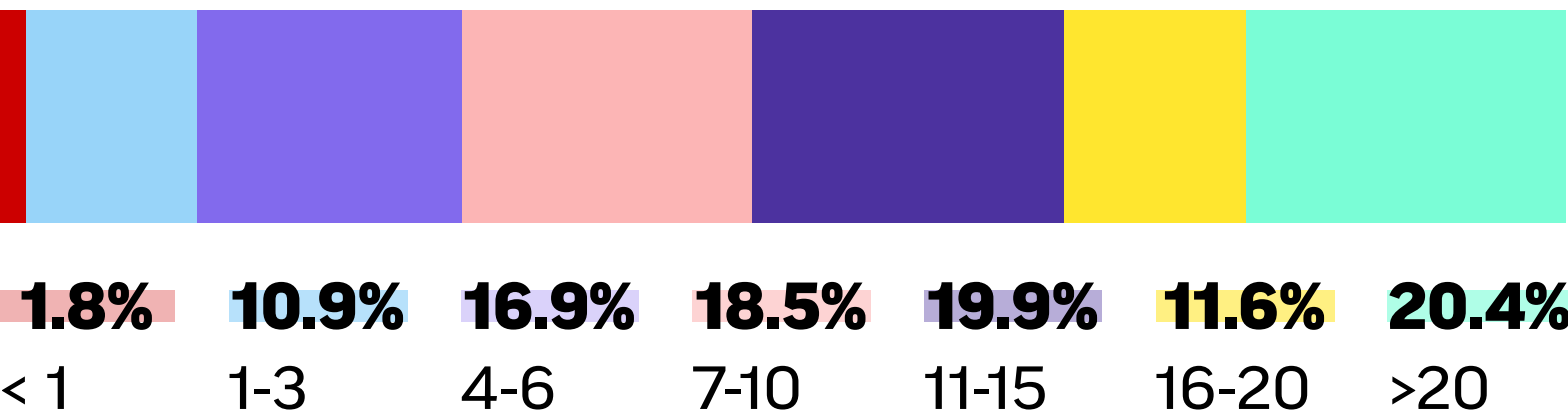
# HIGHEST LEVEL OF POST-SECONDARY EDUCATION

3,157 responses



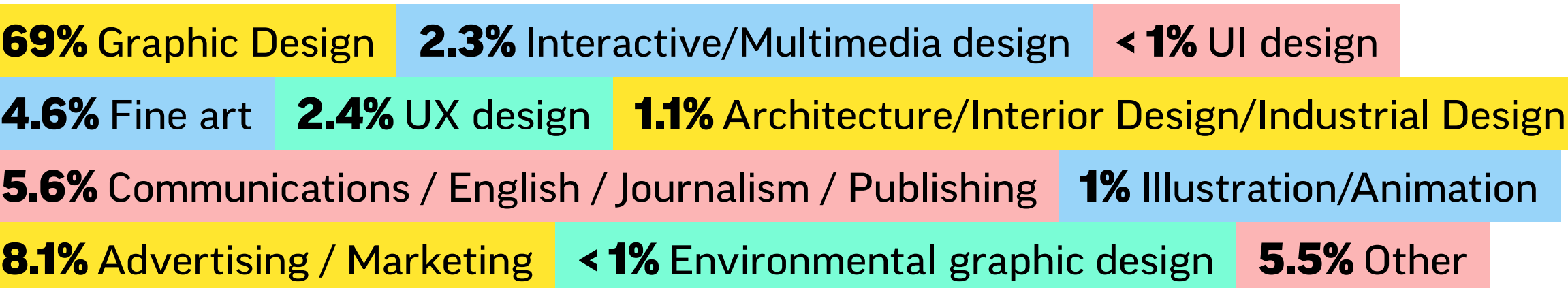
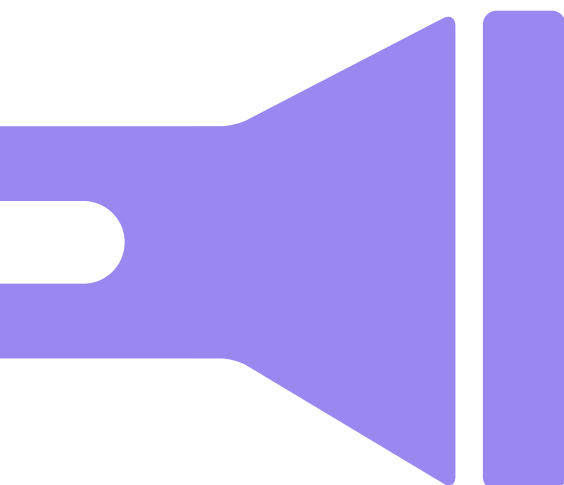
# YEARS OF EXPERIENCE

3,157 responses (Design-related work experience)



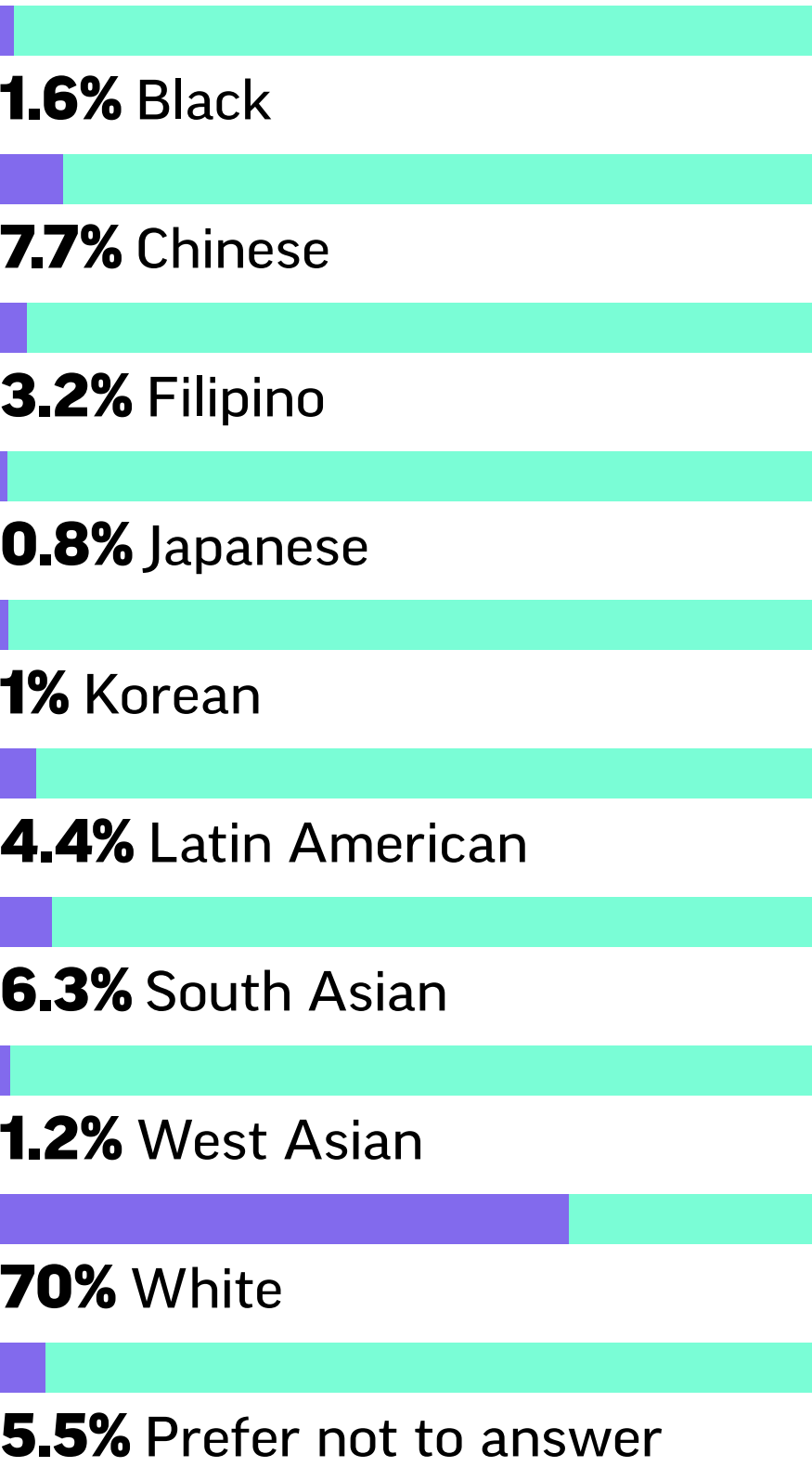
# FOCUS OF EDUCATION

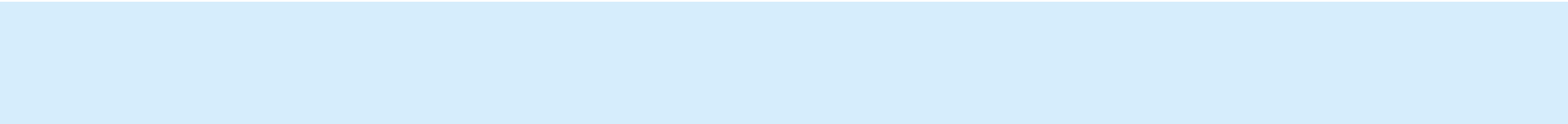
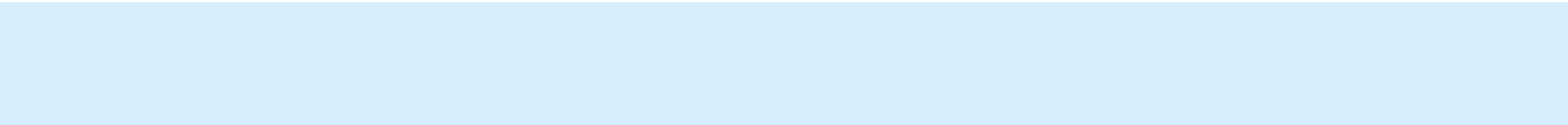
3,157 responses Some indicated multiple focus areas



# RESPONDENT COMMUNITIES

Resp. could select multiple

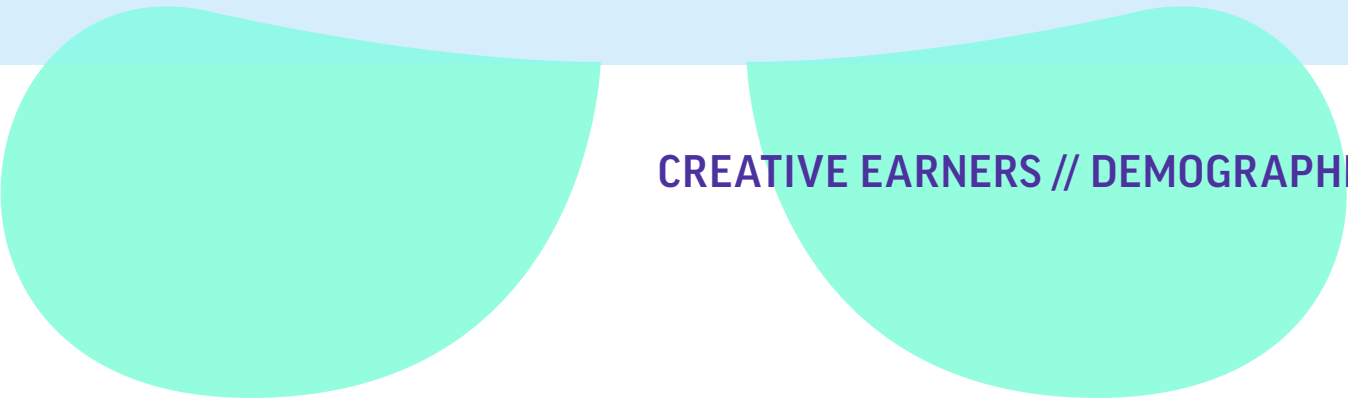
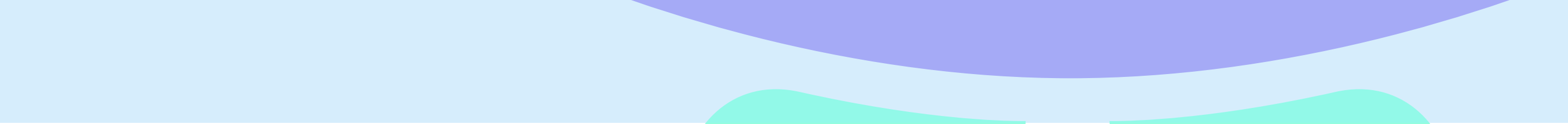




JOB TITLES 3,157 RESPONDENTS	
Account Manager or Director	1.2%
Art Director	8.5%
Brand or Content Strategist	1.5%
Brand Manager	1%
Business Owner with Employees	2.6%
Business Owner without Employees	3.8%
Communications or Marketing Manager	3.1%
Community or Social Media Manager	< 1%
Copywriter or Editor	2%
Creative or Design Director	12.4%
Design or Creative Services Manager	3.5%
Design Educator	1.5%
Freelance Designer (full-time)	6%
Front-end Developer	< 1%
Graphic Designer, Junior	6.2%
Graphic Designer, Intermediate	14.8%
Graphic Designer, Senior	19.7%
Production Manager	< 1%
Project Coordinator or Manager	1.4%
UX Designer	6.8%
UI Designer	2%

EMPLOYER TYPE 3,157 RESPONDENTS	
Advertising or PR agency	10.6%
Marketing or communications firm	6.2%
Communication/graphic design firm	12.8%
Multi-disciplinary/Other type of design firm	6%
Interactive, web, mobile or digital agency	6.6%
Solopreneur/Freelancer*	9.9%
In-house**	40%
Educational Institution (in-house or educator)	4.9%
Publishing or media organization	3%

\*Multiple employers/clients of various types.  
\*\*Business/company/organization where graphic design, advertising or marketing are not the core service.





# SALARIES

This year, we provide detailed breakdowns of salaries for 9 positions. These are broken down by region, organization type, years of experience and gender. We have also included a breakdown for those who identify as white or BIPOC. In any area where there are less than 10 respondents, data has not been provided.

For 13 additional positions where the number of respondents is low, we've provided average and median salary information nationally.

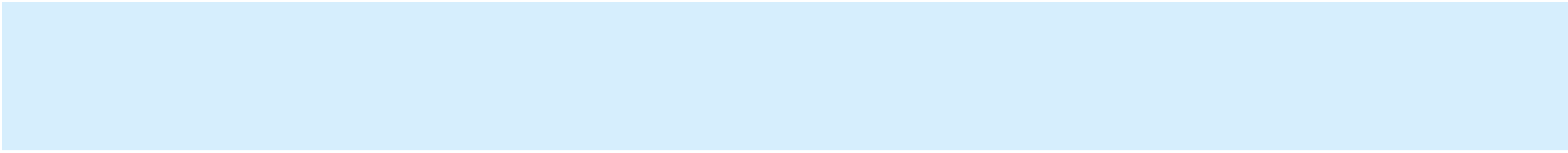
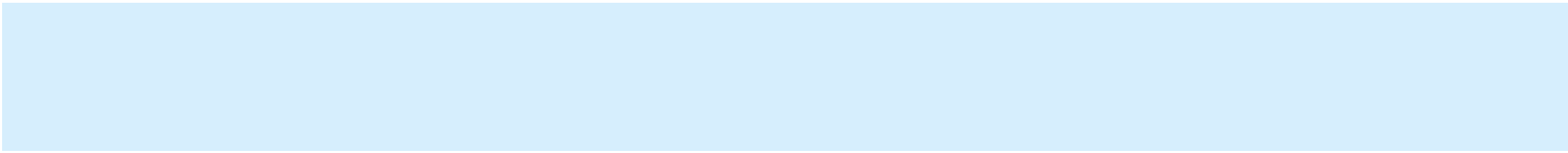
Median salaries across most positions have increased from 2019, with UX Designers seeing the largest increase at 19% and Creative/Design Directors seeing the second-largest increase at 17%. Design Educators saw a decrease of 14%, but that may be the result of the size and reduction of the response rate (68 respondents in 2018 to 48 in 2021).

Median salaries from 2000 to 2021 have increased over time, with Creative/Design Directors (+46%), Design Educators (+55%) and Junior Designers (+43%) seeing the highest overall increases.

UX Designers also saw a 53% increase from 2012, when we began tracking responses for this job title.

The province with the highest median salary varies per job title, with British Columbia having the most positions with the highest median salary (Art Director, Creative/Design Director and Design/Creative Services Manager) and others being highest in Alberta (Intermediate Designer, Junior Designer and Full-time Freelancer) and Ontario (UX Designer). Salaries tend to be lowest in the Prairies (Saskatchewan and Manitoba) and the Atlantic provinces, although these provinces have the lowest response rates.

Women's salaries are generally lower than men's for most job titles, although they are about the same for Senior, Intermediate and Junior Designers.

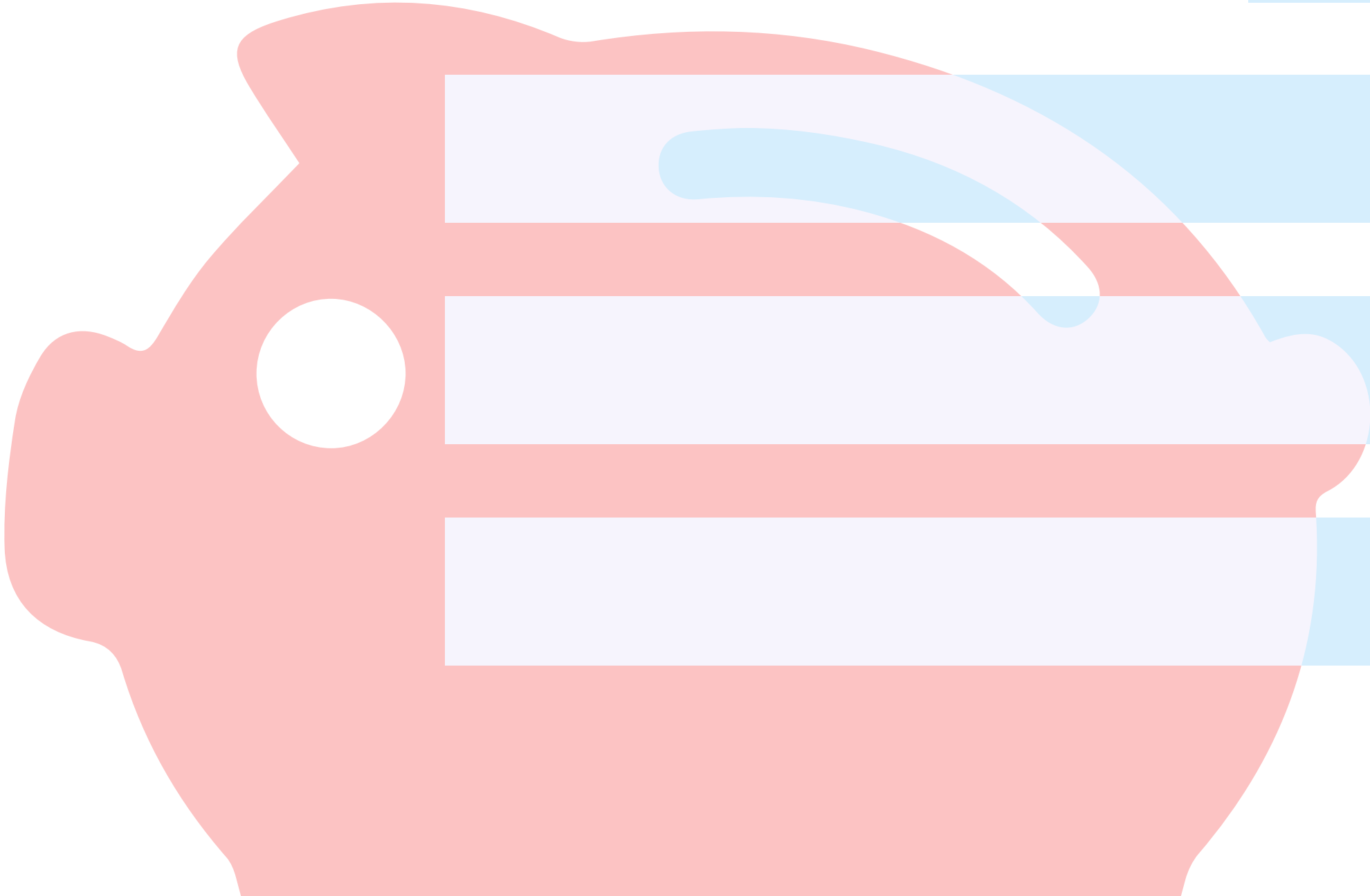
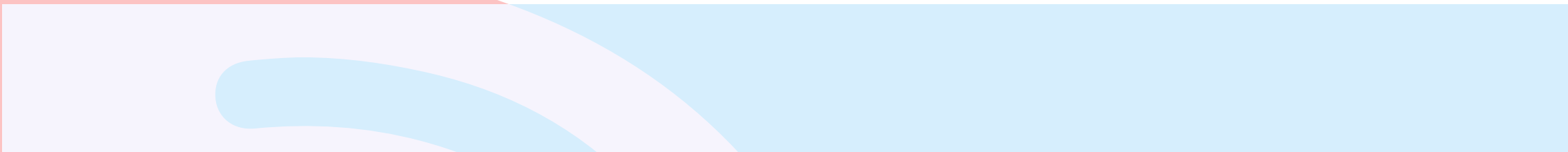
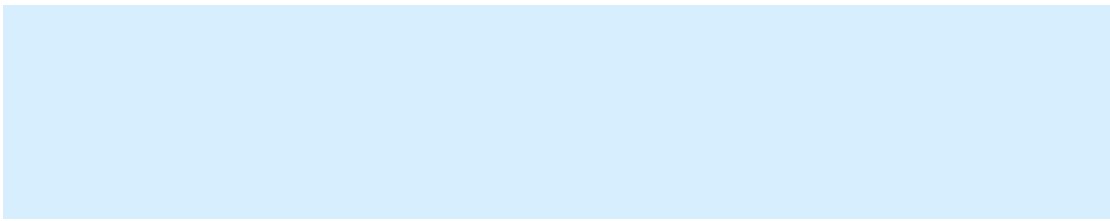
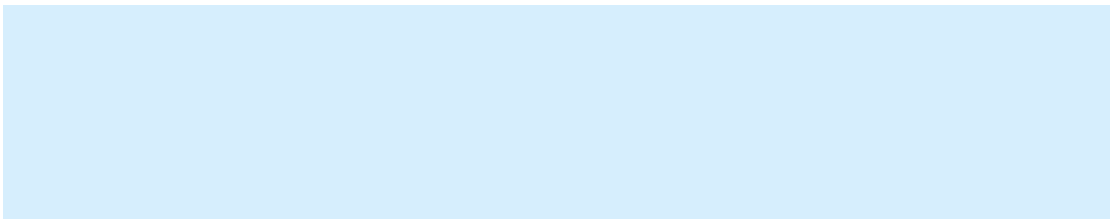


Full-time Freelancers show the largest pay gap, with women earning approximately 82% of what men earn.

White respondents generally earn more than BIPOC respondents across job titles; however, this differs for Art Directors, where BIPOC respondents earn 6% more, and UX Designers, where BIPOC respondents earn 2% more. The pay gap for BIPOC respondents is largest for Communications/Marketing/Brand Managers; white respondents earn 13% more and Design/Creative Service Managers earn 10% more. Salaries for Designers at all levels were about the same for white and BIPOC respondents.

As one would expect, respondents with more experience generally have higher salaries, although for most job titles, those with 16-20 years experience made more than those with more than 20 years experience. Of note are UX Designers, who, with only 4–6 years of experience, have a median salary of \$85,000, which is higher than for Senior Graphic Designers with 16–20 years experience (\$73,000) and comparable to Art Directors with 11–15 years experience (\$86,000). Creative/Design Directors have the highest salaries of all job titles, with a median salary of \$125,000 for respondents with more than 20 years experience.

LGBTQ2S+ respondents generally earn less than heterosexual respondents, with the largest pay gap being for Full-time Freelancers (29%), Art Directors (23%) and Creative Directors (22%). It should be noted that the number of LGBTQ2S+ respondents is low across job titles.





MEDIAN SALARY CHANGES	2021	2018	2016	2014	2012	2010	2006	2004	2002
Creative/Design Director	\$111,500	\$95,000	\$91,000	\$80,000	\$78,375	\$80,000	\$75,000	\$72,000	\$65,000
# of respondents	636	296	156	190	142	93	109	78	70
Art Director	\$80,000	\$71,250	\$62,000	\$65,520	\$60,500	\$62,000	\$56,000	\$48,500	\$52,000
# of respondents	271	328	139	201	136	105	125	111	79
Design Manager	\$84,700	\$74,000	\$68,500	\$70,780	\$65,560	\$66,500	\$52,250	\$52,000	\$54,600
# of respondents	111	127	108	100	84	26	74	41	38
Senior Graphic Designer	\$70,000	\$64,500	\$59,000	\$58,240	\$55,000	\$52,000	\$50,000	\$45,000	\$46,000
# of respondents	613	543	603	334	439	315	346	218	183
Graphic Design Educator	\$77,500	\$90,000	\$84,000	\$93,000	\$90,000	\$76,000	\$70,000	\$67,000	\$58,000
# of respondents	48	68	63	72	36	11	13	10	13
Intermediate Graphic Designer	\$56,000	\$50,000	\$47,000	\$50,000	\$44,435	\$42,000	\$39,000	\$36,800	\$37,000
# of respondents	452	375**	195	114	356	230	258	142	126
Junior Graphic Designer	\$44,000	\$43,000	\$38,000	\$42,000	\$35,000	\$33,000	\$32,000	\$30,000	\$30,000
# of respondents	166	350*	343	365	218	86	123	74	50
Production Manager	\$77,000	N/A	\$53,500	\$56,000	\$59,500	\$56,000	\$51,000	\$52,000	\$55,000
# of respondents	25		38	38	32	28	41	31	26
UX Designer	\$89,500	\$75,000	\$61,000	\$64,750	\$58,000	N/A	N/A	N/A	N/A
# of respondents	212	253	142	130	61				

\* Designers with 3 or less years of experience  
 \*\* Self-identified as Designers (as opposed to Senior Designers) 4–6 years of experience



# CREATIVE/DESIGN DIRECTOR

		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	394	111,500	122,600	26,000	400,000
	British Columbia	78	117,500	131,700	50,000	330,000
	Alberta	25	96,000	109,700	26,000	230,000
	Prairies	20	95,500	110,200	52,500	297,000
	Ontario	243	113,000	123,100	40,000	400,000
	Eastern Ontario	16	114,000	121,600	65,000	192,000
	Northern Ontario	7	N/A	N/A	N/A	N/A
	GTA	192	117,000	125,400	42,000	325,000
	Southwestern Ontario	27	100,000	105,500	40,000	220,000
	Quebec	17	120,000	126,000	58,600	225,000
	Atlantic	11	102,000	92,400	55,000	128,000
	Northern Canada	0	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	62	104,700	108,200	40,000	275,000
	Ad/PR/Mrktg/Interactive Agency	147	110,000	125,000	34,000	325,000
	Company/Org where design/marketing are not the core service	104	115,000	128,700	58,000	400,000
	Served multiple employers/clients	21	125,000	133,500	26,000	285,000
	Other	60	100,000	116,400	55,000	325,000
EXPERIENCE	3 years or less	4	N/A	N/A	N/A	N/A
	4-6 years	13	81,000	87,600	42,000	130,000
	7-10 years	47	95,000	103,100	60,000	185,000
	11-15 years	99	105,000	117,300	26,000	297,000
	16-20 years	84	114,600	123,600	56,300	330,000
	More than 20 years	147	125,000	135,100	40,000	400,000
IDENTIFY AS	Male	222	119,000	130,500	34,000	330,000
	Female	155	108,000	113,600	26,000	400,000
	BIPOC	95	108,000	119,700	26,000	330,000
	White	275	112,000	122,200	34,000	400,000
	Heterosexual	328	113,000	126,000	26,000	400,000
	LGBTQ2S+	32	92,300	97,000	50,000	185,000

# DESIGN/CREATIVE SERVICES MANAGER

		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	111	84,700	93,000	42,000	371,000
	British Columbia	23	103,700	101,600	55,500	161,000
	Alberta	7	N/A	N/A	N/A	N/A
	Prairies	7	N/A	N/A	N/A	N/A
	Ontario	60	88,000	97,300	44,000	371,000
	Eastern Ontario	4	N/A	N/A	N/A	N/A
	Northern Ontario	1	N/A	N/A	N/A	N/A
	GTA	43	90,000	102,000	48,000	371,000
	Southwestern Ontario	12	83,250	85,500	44,000	145,000
	Quebec	8	N/A	N/A	N/A	N/A
	Atlantic	5	N/A	N/A	N/A	N/A
	Northern Canada	1	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	5	N/A	N/A	N/A	N/A
	Ad/PR/Mrktg/Interactive Agency	11	75,000	79,900	52,600	140,000
	Company/Org where design/marketing are not the core service	82	86,900	94,500	48,000	231,000
	Served multiple employers/clients	2	N/A	N/A	N/A	N/A
	Other	11	78,000	80,100	44,000	130,000
EXPERIENCE	3 years or less	3	N/A	N/A	N/A	N/A
	4-6 years	11	58,000	57,300	42,000	77,500
	7-10 years	20	75,100	77,800	50,000	120,000
	11-15 years	25	82,500	100,000	49,000	371,000
	16-20 years	20	108,500	115,500	72,500	231,000
	More than 20 years	32	92,000	96,700	53,000	150,000
IDENTIFY AS	Male	32	92,500	101,200	50,000	231,000
	Female	77	80,000	89,600	42,000	371,000
	BIPOC	26	76,500	95,800	48,000	371,000
	White	79	84,700	91,600	42,000	231,000
	Heterosexual	90	84,900	92,300	42,000	231,000
	LGBTQ2S+	16	84,600	101,900	55,000	371,000

ART DIRECTOR		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	271	80,000	85,300	29,100	230,000
	British Columbia	51	90,000	99,900	35,000	230,000
	Alberta	15	80,000	74,800	44,900	86,300
	Prairies	8	N/A	N/A	N/A	N/A
	Ontario	153	80,000	83,200	29,000	220,000
	Eastern Ontario	13	85,800	92,200	55,000	150,000
	Northern Ontario	1	N/A	N/A	N/A	N/A
	GTA	126	80,000	81,800	29,000	220,000
	Southwestern Ontario	13	76,000	87,500	41,000	190,000
	Quebec	35	75,000	77,500	40,000	147,000
	Atlantic	9	N/A	N/A	N/A	N/A
	Northern Canada	0	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	31	75,000	80,100	42,000	185,000
	Ad/PR/Mrktg/Interactive Agency	122	80,000	84,800	29,100	230,000
	Company/Org where design/marketing are not the core service	63	90,000	92,100	40,000	180,000
	Served multiple employers/clients	18	90,500	95,100	30,000	210,000
	Other	37	73,000	74,600	45,000	130,000
EXPERIENCE	3 years or less	20	49,500	53,100	29,000	103,500
	4-6 years	24	62,750	63,300	45,000	85,000
	7-10 years	52	84,100	86,200	45,000	190,000
	11-15 years	69	86,000	88,900	33,000	180,000
	16-20 years	45	90,000	93,900	50,000	210,000
	More than 20 years	61	85,000	93,300	30,000	230,000
IDENTIFY AS	Male	119	86,300	94,200	30,000	230,000
	Female	144	75,000	78,100	29,100	220,000
	BIPOC	69	85,000	87,600	33,100	190,000
	White	182	80,000	83,800	29,000	230,000
	Heterosexual	211	80,000	86,500	29,000	230,000
	LGBTQ2S+	33	65,000	73,600	42,000	140,000

SENIOR DESIGNER		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	613	70,000	71,300	25,000	175,000
	British Columbia	82	71,000	77,300	37,500	170,000
	Alberta	54	69,500	74,800	32,100	175,000
	Prairies	34	63,400	65,000	40,000	107,300
	Ontario	341	72,000	72,700	25,000	150,000
	Eastern Ontario	37	74,000	75,900	40,000	135,000
	Northern Ontario	15	70,000	66,800	46,500	80,000
	GTA	231	72,000	73,500	25,000	150,000
	Southwestern Ontario	58	67,350	68,800	35,000	135,000
	Quebec	64	60,000	62,300	26,000	100,000
	Atlantic	35	58,000	60,500	42,000	83,100
	Northern Canada	3	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	80	61,200	67,000	25,000	175,000
	Ad/PR/Mrktg/Interactive Agency	89	68,000	70,900	42,000	135,000
	Company/Org where design/marketing are not the core service	328	72,000	73,500	25,500	150,000
	Served multiple employers/clients	27	70,000	71,100	26,000	158,000
	Other	89	68,000	67,400	35,000	105,000
EXPERIENCE	3 years or less	5	N/A	N/A	N/A	N/A
	4-6 years	61	65,000	68,400	30,000	150,000
	7-10 years	135	65,000	66,100	25,400	111,000
	11-15 years	174	69,000	70,700	30,450	135,000
	16-20 years	100	73,000	76,300	40,000	175,000
	More than 20 years	138	73,500	75,200	25,000	158,000
IDENTIFY AS	Male	188	70,000	73,300	25,000	135,000
	Female	404	69,800	70,600	25,400	175,000
	BIPOC	126	70,000	71,200	30,450	131,200
	White	453	70,000	71,100	25,000	175,000
	Heterosexual	493	70,000	71,000	25,400	175,000
	LGBTQ2S+	61	68,000	73,500	25,000	170,000

INTERMEDIATE DESIGNER		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	452	56,000	56,800	25,000	105,100
	British Columbia	64	56,800	57,500	29,000	81,900
	Alberta	44	60,700	61,400	25,000	98,000
	Prairies	28	49,400	50,600	31,000	81,500
	Ontario	258	57,500	57,700	27,500	105,100
	Eastern Ontario	27	61,000	60,000	37,400	80,000
	Northern Ontario	8	N/A	N/A	N/A	N/A
	GTA	178	58,100	58,600	27,500	105,100
	Southwestern Ontario	45	55,000	55,100	34,000	93,000
	Quebec	42	52,000	52,600	33,400	95,900
	Atlantic	14	55,000	49,500	29,800	76,000
	Northern Canada	0	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	55	50,000	51,300	28,000	86,000
	Ad/PR/Mrktg/Interactive Agency	85	55,000	55,200	30,000	95,900
	Company/Org where design/marketing are not the core service	249	59,000	59,100	25,000	105,100
	Served multiple employers/clients	5	N/A	N/A	N/A	N/A
	Other	58	54,100	54,600	34,000	81,500
EXPERIENCE	3 years or less	77	52,000	53,100	25,000	86,000
	4-6 years	201	54,600	54,700	30,000	91,000
	7-10 years	104	58,000	59,000	27,500	105,100
	11-15 years	44	64,500	62,700	37,000	98,000
	16-20 years	12	68,000	66,100	40,000	84,000
	More than 20 years	11	65,000	66,500	35,000	95,900
IDENTIFY AS	Male	104	56,500	56,800	28,000	86,000
	Female	324	56,000	56,700	25,000	105,100
	BIPOC	133	58,000	57,800	28,000	105,100
	White	297	55,000	56,600	25,000	98,000
	Heterosexual	325	56,200	57,300	27,500	105,100
	LGBTQ2S+	83	55,000	54,700	25,000	86,000

JUNIOR DESIGNER		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	166	44,000	43,200	24,000	71,000
	British Columbia	24	41,200	41,600	25,000	56,000
	Alberta	11	45,800	48,500	30,000	64,500
	Prairies	15	39,200	42,100	27,100	71,000
	Ontario	88	45,000	43,600	25,000	65,800
	Eastern Ontario	3	N/A	N/A	N/A	N/A
	Northern Ontario	3	N/A	N/A	N/A	N/A
	GTA	77	45,000	43,900	25,000	65,800
	Southwestern Ontario	7	N/A	N/A	N/A	N/A
	Quebec	19	41,000	42,200	24,000	70,000
	Atlantic	7	N/A	N/A	N/A	N/A
	Northern Canada	0	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	34	42,000	41,100	27,100	57,500
	Ad/PR/Mrktg/Interactive Agency	33	45,000	43,100	28,000	53,400
	Company/Org where design/marketing are not the core service	70	43,900	44,800	24,000	71,000
	Served multiple employers/clients	2	N/A	N/A	N/A	N/A
	Other	27	40,300	42,400	25,000	64,500
EXPERIENCE	3 years or less	125	43,000	42,300	24,000	65,800
	4-6 years	30	45,700	47,100	25,000	70,000
	More than 6 years	11	38,000	42,300	28,000	71,000
IDENTIFY AS	Male	37	44,000	44,800	28,000	71,000
	Female	123	44,000	43,000	24,000	70,000
	BIPOC	57	45,000	44,700	25,000	65,800
	White	90	44,400	43,700	24,000	71,000
	Heterosexual	122	44,400	43,700	24,000	71,000
	LGBTQ2S+	32	42,300	41,800	26,000	62,000




UX DESIGNER		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	212	89,500	95,100	30,000	271,900
	British Columbia	35	85,000	92,600	45,000	220,000
	Alberta	22	74,600	82,700	30,000	160,000
	Prairies	18	82,700	84,700	30,000	171,700
	Ontario	119	95,000	99,600	45,000	271,900
	Eastern Ontario	16	105,000	98,300	55,000	121,500
	Northern Ontario	2	N/A	N/A	N/A	N/A
	GTA	84	95,000	100,300	45,000	271,900
	Southwestern Ontario	16	88,500	92,200	47,500	156,100
	Quebec	14	81,000	101,900	43,000	220,000
	Atlantic	4	N/A	N/A	N/A	N/A
	Northern Canada	0	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	0	N/A	N/A	N/A	N/A
	Ad/PR/Mrktg/Interactive Agency	60	73,400	79,300	30,000	170,000
	Company/Org where design/marketing are not the core service	121	98,000	103,800	45,000	271,900
	Served multiple employers/clients	13	93,000	97,600	45,000	180,000
	Other	18	80,000	87,100	48,000	187,000
EXPERIENCE	3 years or less	40	60,600	67,900	30,000	130,000
	4-6 years	50	85,000	90,300	45,000	190,000
	7-10 years	48	98,500	106,800	49,000	271,900
	11-15 years	42	100,000	102,400	45,000	180,000
	16-20 years	20	112,500	117,600	65,000	220,000
	More than 20 years	12	110,000	96,000	30,000	187,000
IDENTIFY AS	Male	61	100,000	101,700	30,000	220,000
	Female	139	85,000	92,400	30,000	271,900
	BIPOC	90	90,000	94,000	43,000	271,900
	White	110	88,100	96,300	30,000	220,000
	Heterosexual	155	90,000	96,600	30,000	271,900
	LGBTQ2S+	29	94,000	97,700	45,000	180,000



COMMUNICATIONS / MARKETING / BRAND MANAGER		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	132	74,900	78,200	24000	225,000
	British Columbia	27	81,000	78,200	41,000	140,000
	Alberta	12	73,500	75,700	28,000	125,000
	Prairies	13	75,000	79,700	24,000	135,000
	Ontario	72	74,300	79,100	43,000	225,000
	Eastern Ontario	10	72,100	71,500	43,000	105,000
	Northern Ontario	10	60,200	61,700	44,000	85,000
	GTA	39	80,000	88,600	50,000	225,000
	Southwestern Ontario	13	67,000	69,700	50,000	90,000
	Quebec	2	N/A	N/A	N/A	N/A
	Atlantic	5	N/A	N/A	N/A	N/A
	Northern Canada	1	N/A	N/A	N/A	N/A
ORG. TYPE	Communication/Graphic Design Firm	0	N/A	N/A	N/A	N/A
	Ad/PR/Mrktg/Interactive Agency	12	57,000	78,300	44,000	225,000
	Company/Org where design/marketing are not the core service	93	75,000	79,000	24,000	140,000
	Served multiple employers/clients	3	N/A	N/A	N/A	N/A
	Other	16	75,500	75,518	53,000	100,000
EXPERIENCE	3 years or less	11	67,000	64,400	44,500	85,500
	4-6 years	21	60,000	61,400	24,000	104,000
	7-10 years	33	66,500	72,700	27,900	225,000
	11-15 years	28	83,500	84,000	50,000	120,000
	16-20 years	14	95,750	95,800	40,000	140,000
	More than 20 years	17	95,000	92,600	49,200	135,000
IDENTIFY AS	Male	31	82,000	82,510	44,500	135,000
	Female	89	74,000	76,100	24,000	225,000
	BIPOC	31	65,000	68,800	24,000	120,000
	White	86	75,050	80,400	37,000	225,000
	Heterosexual	103	75,000	80,100	24,000	225,000
	LGBTQ2S+	22	71,000	72,400	28,000	117,000

FULL-TIME FREELANCER		# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
REGION	National	167	60,000	76,900	24000	400,000
	British Columbia	26	57,500	72,300	25,000	200,000
	Alberta	18	66,500	84,500	30,000	178,000
	Prairies	8	N/A	N/A	N/A	N/A
	Ontario	75	63,000	75,200	24,000	250,000
	Eastern Ontario	8	N/A	N/A	N/A	N/A
	Northern Ontario	0	N/A	N/A	N/A	N/A
	GTA	53	61,300	77,900	30,000	250,000
	Southwestern Ontario	14	68,500	66,200	24,000	103,000
	Quebec	26	57,350	76,800	30,000	400,000
	Atlantic	12	80,700	105,500	25,000	400,000
	Northern Canada	1	N/A	N/A	N/A	N/A
EXPERIENCE	3 years or less	5	N/A	N/A	N/A	N/A
	4-6 years	24	51,500	55,400	24,000	147,000
	7-10 years	38	60,000	65,800	27,000	200,000
	11-15 years	38	77,500	89,600	25,000	250,000
	16-20 years	20	79,500	97,300	43,000	400,000
	More than 20 years	42	64,000	82,700	25,000	400,000
IDENTIFY AS	Male	51	72,500	89,600	25,000	400,000
	Female	112	60,000	70,900	24,000	400,000
	BIPOC	21	80,000	96,100	25,000	250,000
	White	135	60,000	74,700	24,000	400,000
	Heterosexual	122	67,300	83,300	24,000	400,000
	LGBTQ2S+	26	52,000	53,000	25,000	100,000

OTHER POSITIONS	# OF REP.	MEDIAN	AVERAGE	LOW	HIGH
UI Designer	64	77,500	79,500	40,000	150,000
Design Educator	48	89,000	90,400	24,000	148,000
Copywriter/Editor	61	75,660	82,000	30,000	200,000
Front-end Developer	22	62,500	66,800	38,000	100,000
Project Coordinator/Manager	43	65,000	71,000	38,000	140,000
Account Coordinatator/Manager	39	75,000	87,100	36,000	185,000
Brand/Content Strategist	50	76,900	84,500	30,000	250,000
Design Business Owner with employees	83	120,000	140,900	31,000	550,000
Design Business Owner without employees	106	75,685	90,900	25,000	470,000
Community/Social Media Manager	12	61,000	63,400	32,000	160,000
Production Manager	25	77,000	78,600	40,000	160,000
Business Owner with Employees	85	120,000	143,100	31,000	550,000
Business Owner without Employees	109	75,300	93,300	25,000	470,000



# COMPENSATION AND BENEFITS



# COMPENSATION AND BENEFITS

About 52% of respondents are not compensated for over-time work, which is slightly higher than the 47% who reported not receiving over-time compensation in 2019.

The majority of respondents who are compensated receive time off in lieu of pay (27%), with the remainder receiving some form of over-time payment or a combination of over-time payment and time off in lieu.

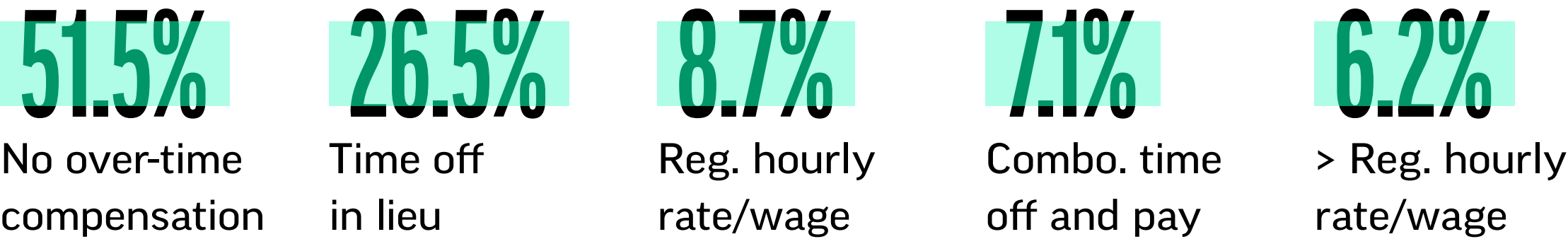
The most frequently offered benefit is now the ability to work from home (76%), which was the fifth most frequently offered benefit in 2019.

The second most offered benefit is paid sick leave (73%); the third is paid vacation beyond what is required by law (68%). Certain benefits (parking, mileage reimbursement, gym membership) have decreased, while others (employee assistance/wellness programs, cellular/data reimbursements) have increased.

The percentage of those not receiving any of the benefits listed (10%) has increased slightly since 2019 (8%).

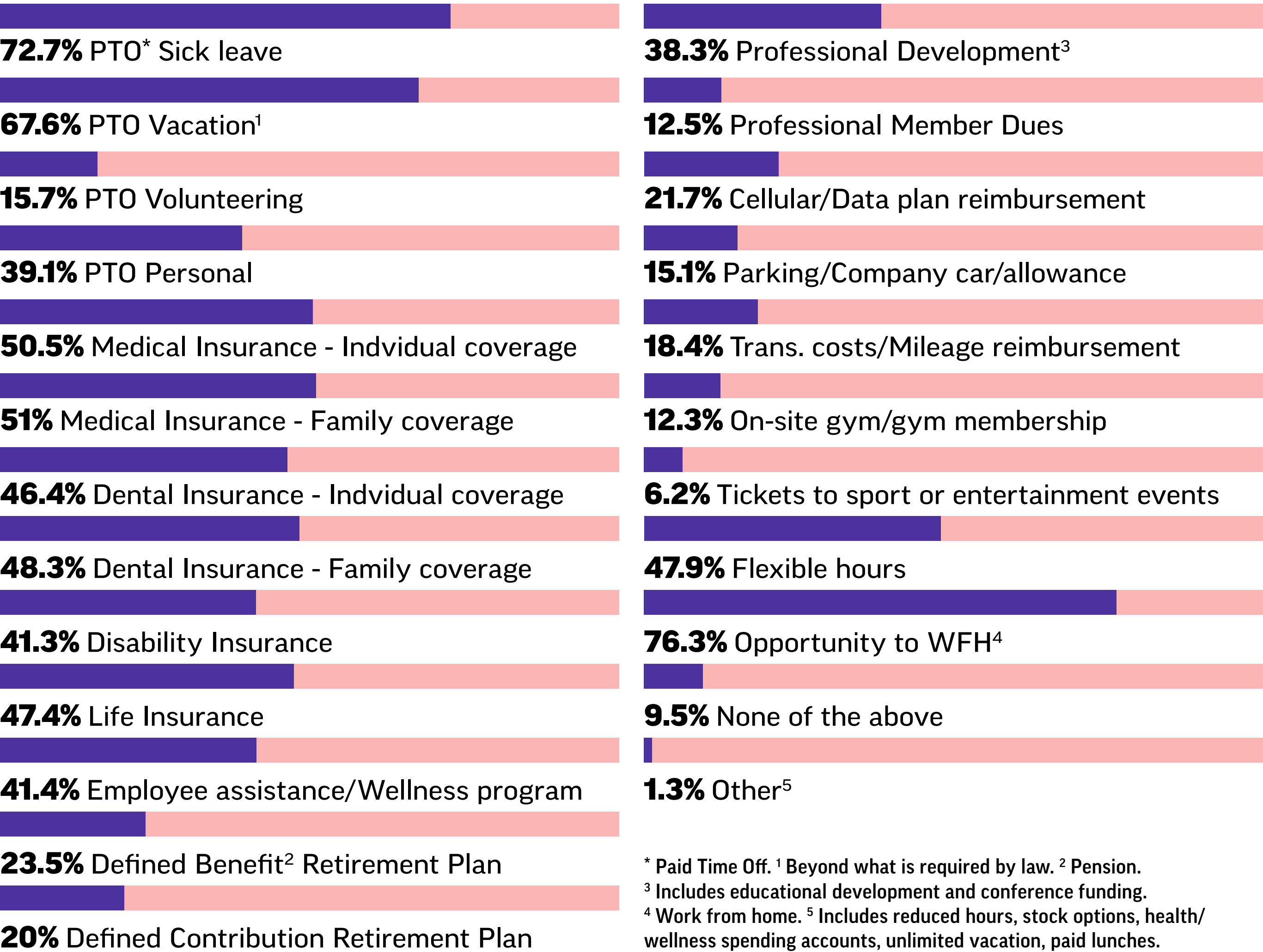
# OVER-TIME COMPENSATION

3,160 responses



# BENEFITS/PERKS (Received as part of employer compensation)

3,160 responses Respondents could select multiple.



\* Paid Time Off. <sup>1</sup> Beyond what is required by law. <sup>2</sup> Pension.  
<sup>3</sup> Includes educational development and conference funding.  
<sup>4</sup> Work from home. <sup>5</sup> Includes reduced hours, stock options, health/wellness spending accounts, unlimited vacation, paid lunches.



**BUSINESS**

**OWNERS**



# BUSINESS OWNERS

**This section of the survey represents respondents who run their own businesses, both with and without employees.**

Almost half (49%) of business owners with employees have been in business for over 10 years. The majority of business owners run smaller teams, with 74% operating with less than 10 employees. 85% of respondents employ freelancers/contractors.

More than half of business owners with employees (55%) grew their companies between 2021 and 2022, bringing on either new staff or freelancers/contractors. Almost 50% reported no change in staffing.

When it comes to pricing, solo business owners price their work in a variety of ways. Pricing based on projects (65%) is the most popular, followed by working by hourly rates (58%) and based on the client's budget (44%).

Solo business owners bill mostly for graphic design (73%), logo and identity design (36%) and branding and strategy (31%).

Business owners with employees bill the most for graphic design (64%), branding and strategy (46%) and web design (39%).

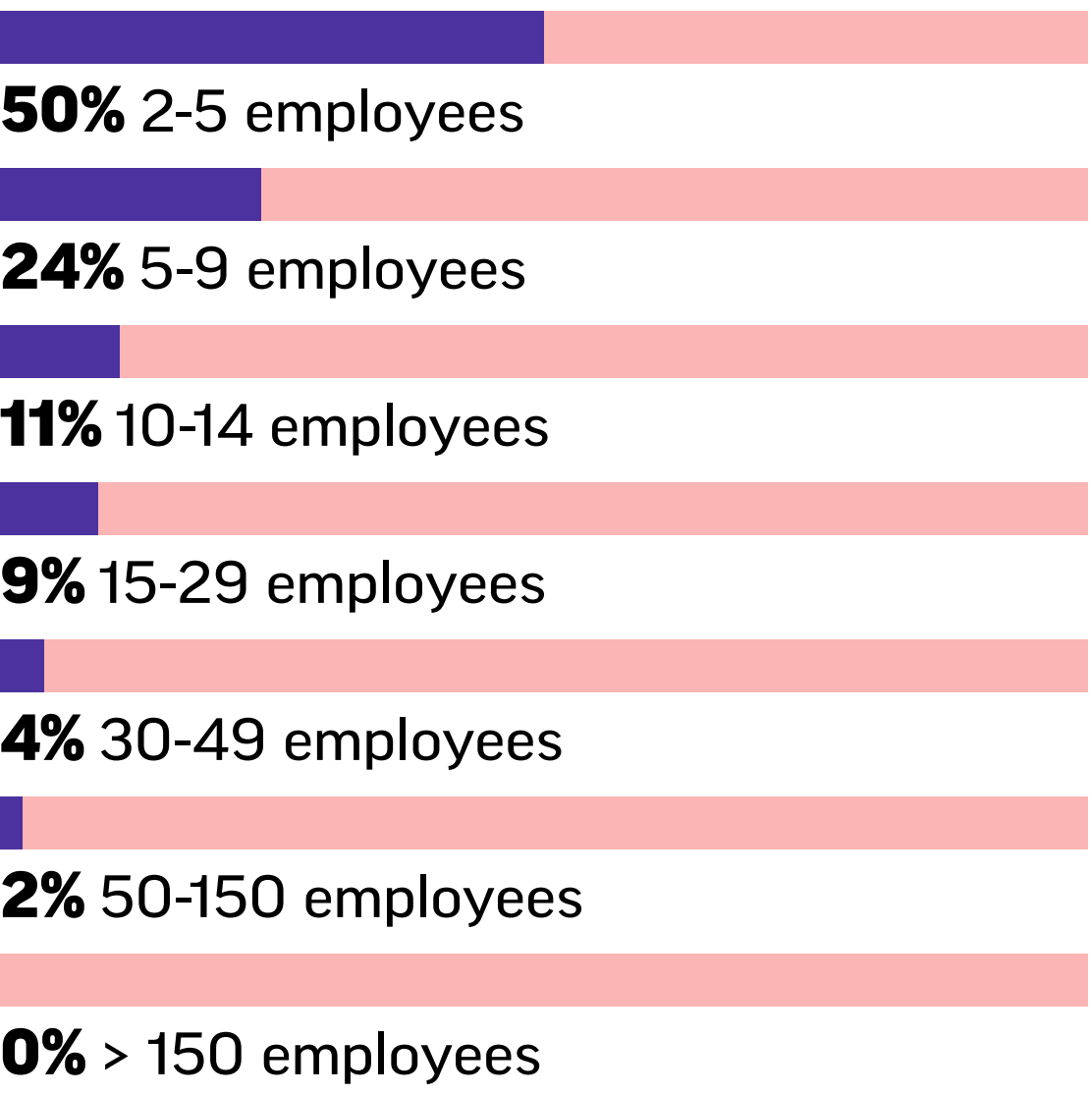
Owners with teams work largely with non-profit (70%), healthcare (58%) and government (54%) clients. While solo owners also work largely with non-profits (44%), their second and third most common client industries are arts and culture (41%) and food and beverage (38%).

Those with employees report spending the majority of their time on client management (65%), followed by design work (49%) and estimation, writing proposals and pitching (46%). While solo designers also focus most of their time in these three areas, design work comes out on top (90%), followed by client management (27%) and estimation, writing proposals and pitching (26%).

Over a third (36%) of solo business owners report that they worked more in 2021 and 2022 compared to their business counterparts with employees (29%). Solo owners also report working less (26%) over the past two years than those with employees (17%).

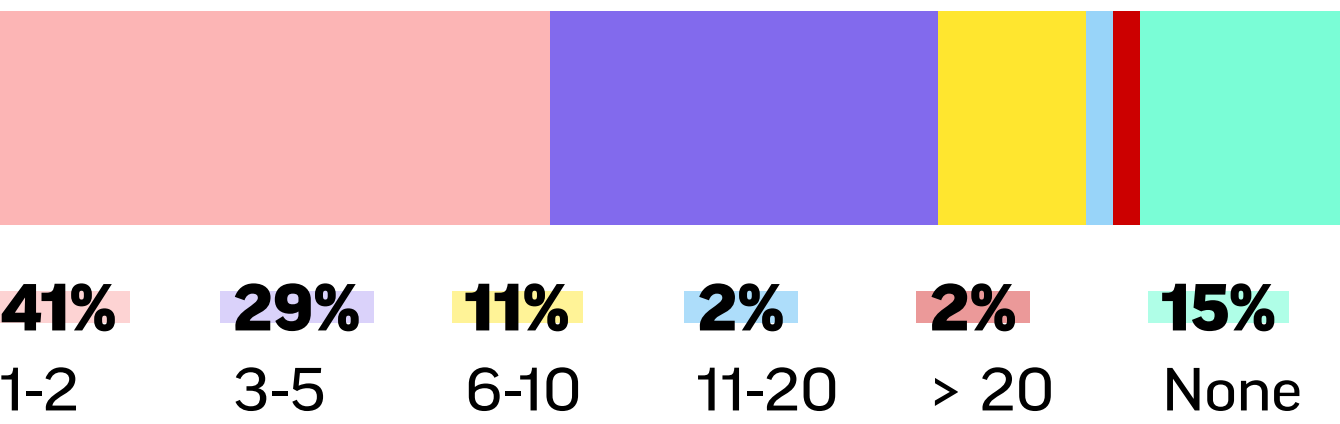
# FULL-TIME EMPLOYEES

100 responses



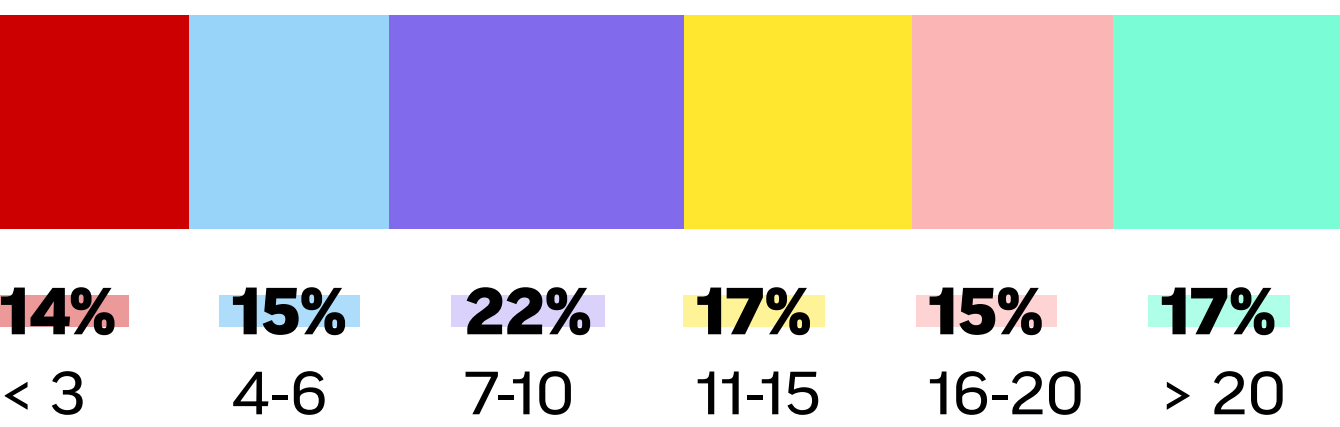
# FREELANCERS/CONTRACT

100 responses (# of employees)



# TIME OPERATING BUSINESS

100 responses (Years in operation)



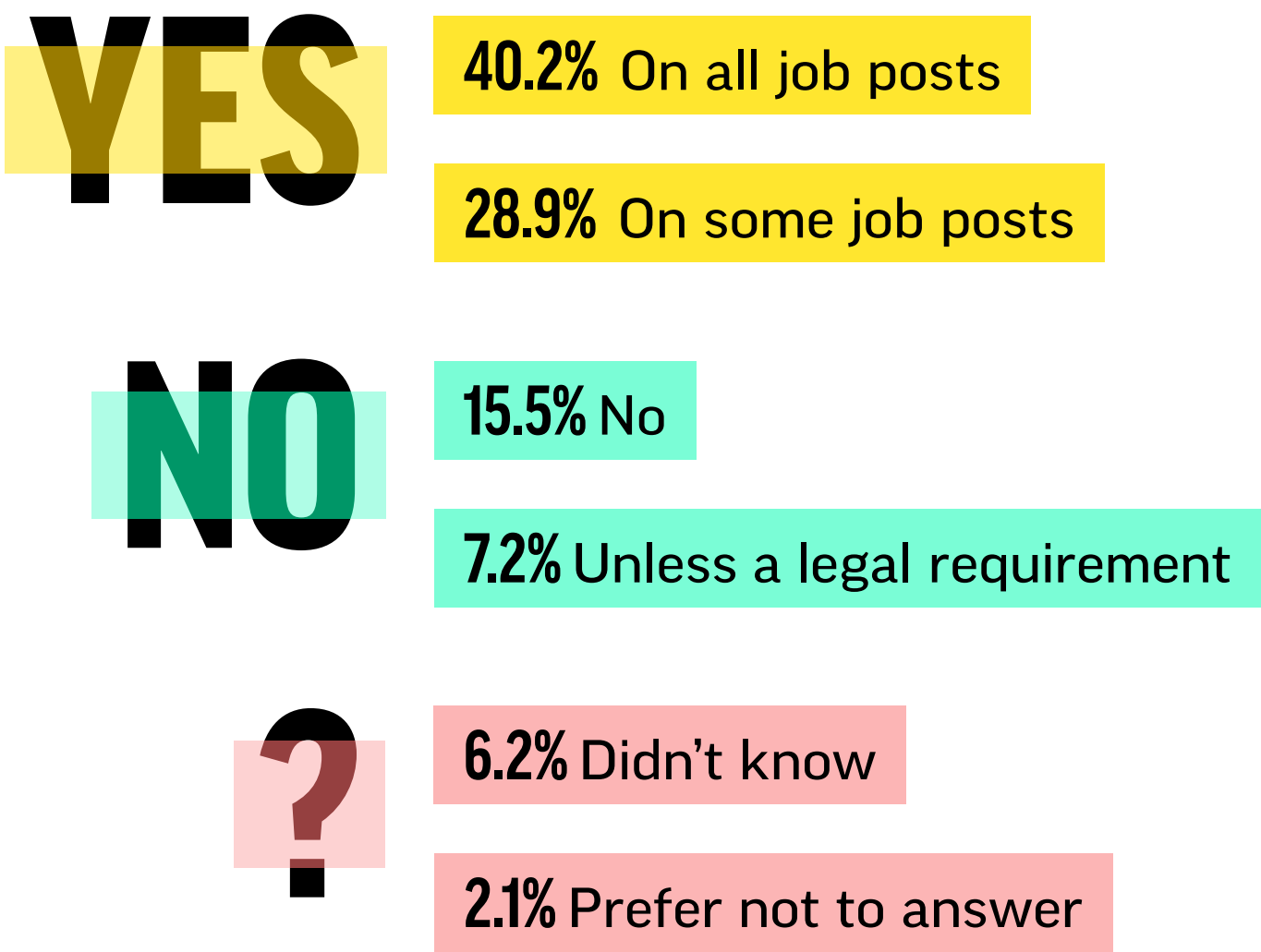
# HOW HAS YOUR WORKLOAD CHANGED?

98 responses (Over 2021 into 2022)



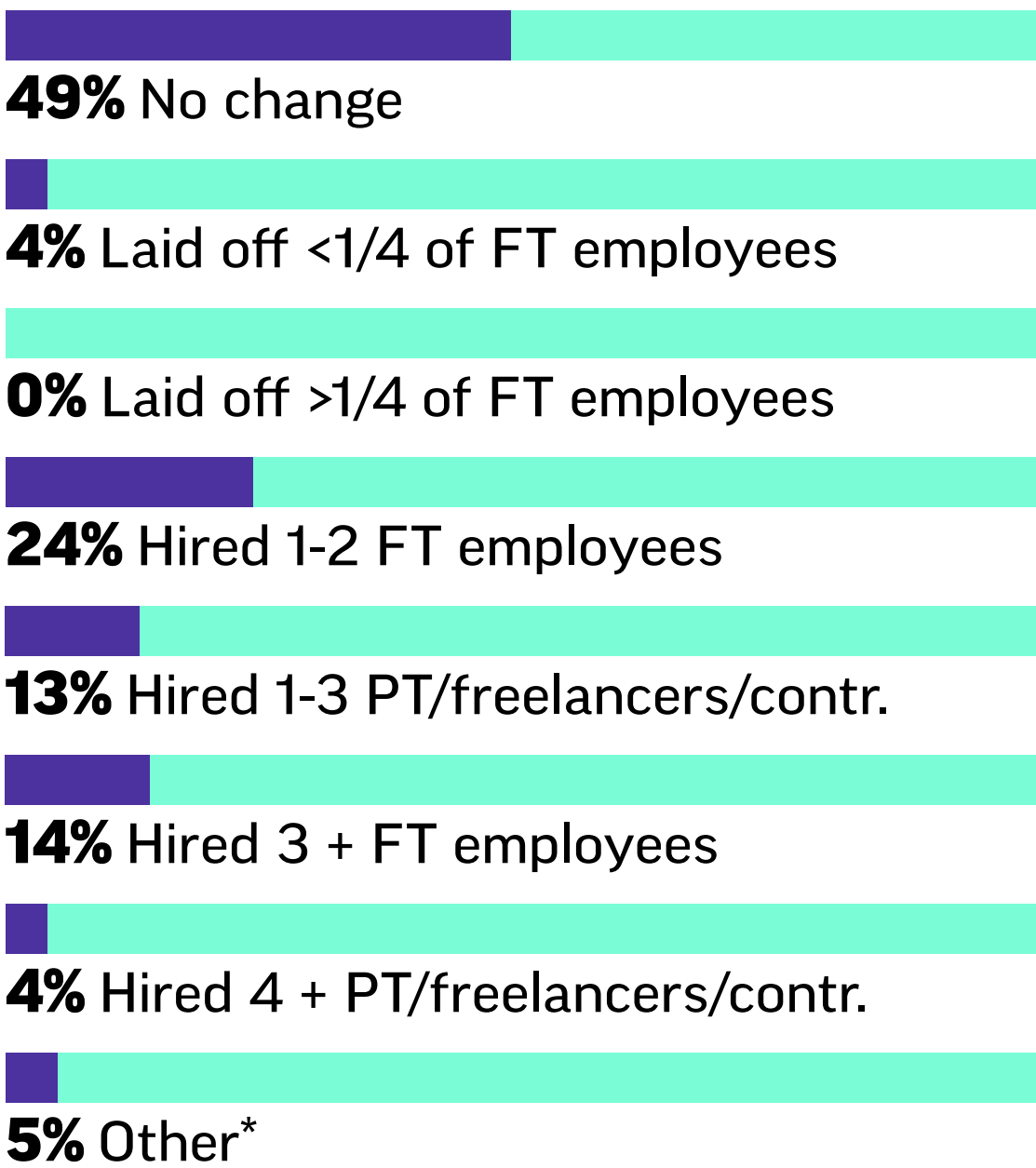
# SHOULD WAGES BE SHARED IN JOB POSTS?\*

98 responses \*Employers were asked



# STAFF CHANGES

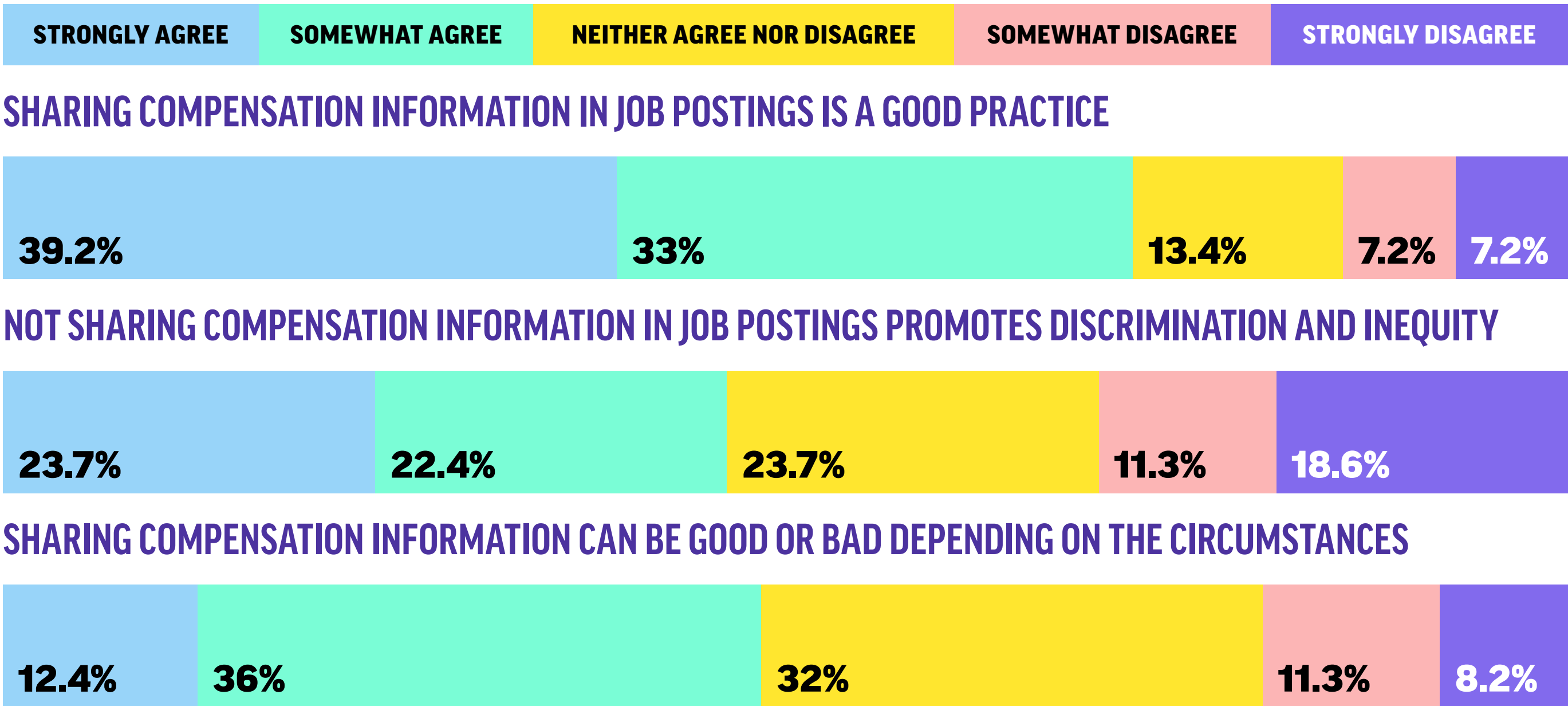
100 responses (From 2021-2022)



\*Employee resignations/retirement or a company merger.  
FT: Full-time. PT: Part-time.

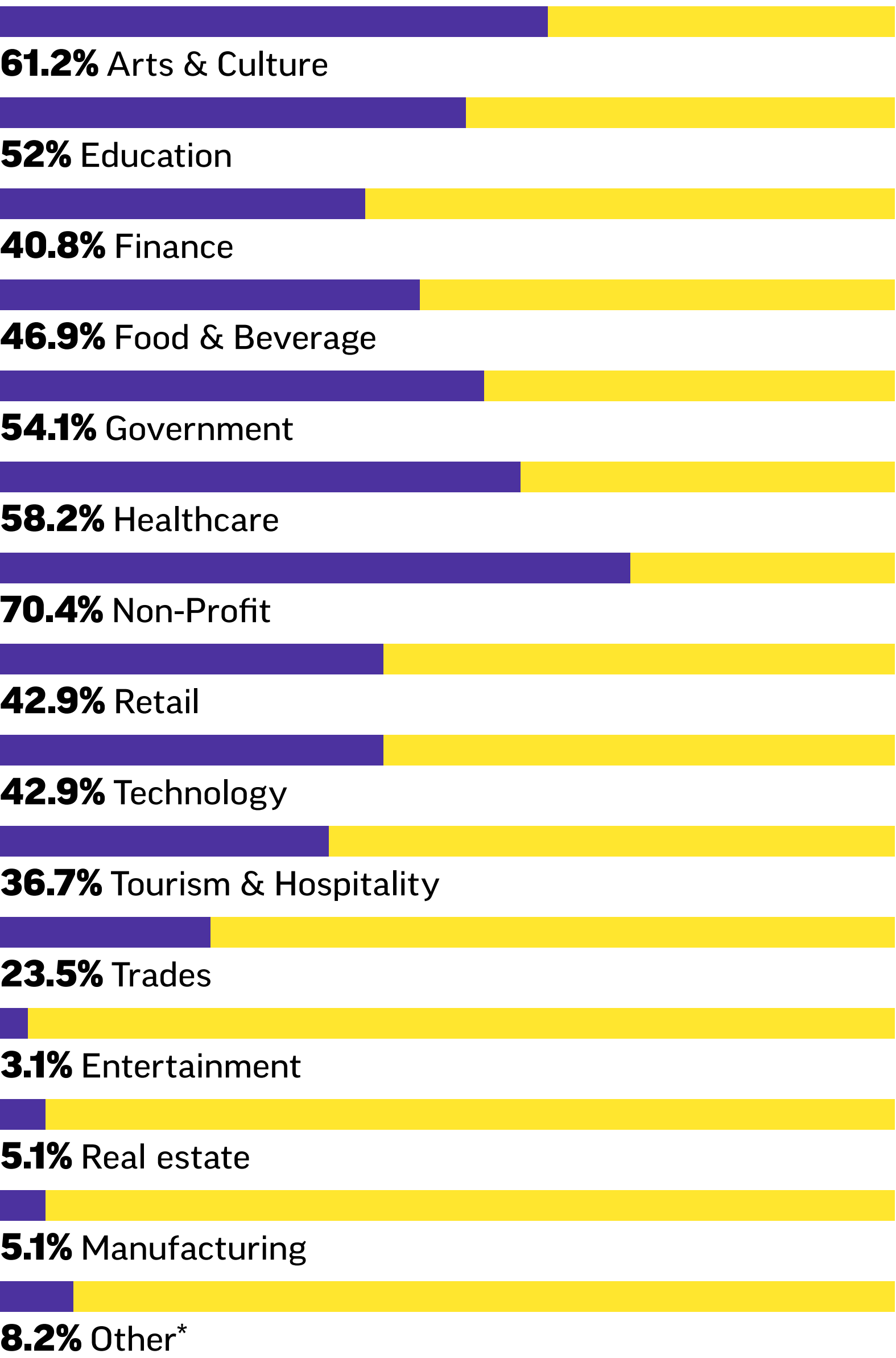
# TO WHAT EXTENT EMPLOYERS AGREED WITH...

98 responses



# CLIENT INDUSTRIES

98 responses (Respondents could select multiple)



\*(Please specify) Marketing, Indigenous issues, transportation, logistics, automotive, utilities, energy, law.

# CLIENT LOCATIONS

98 responses



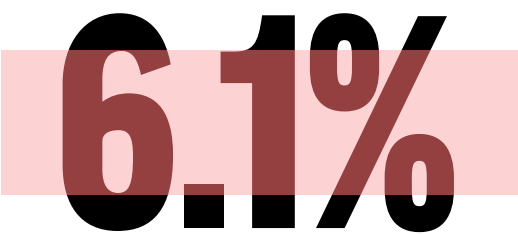
Within my community<sup>1</sup>



Within my region<sup>2</sup>



Within my country<sup>3</sup>



Outside of my country<sup>3</sup>



Varied significantly per client

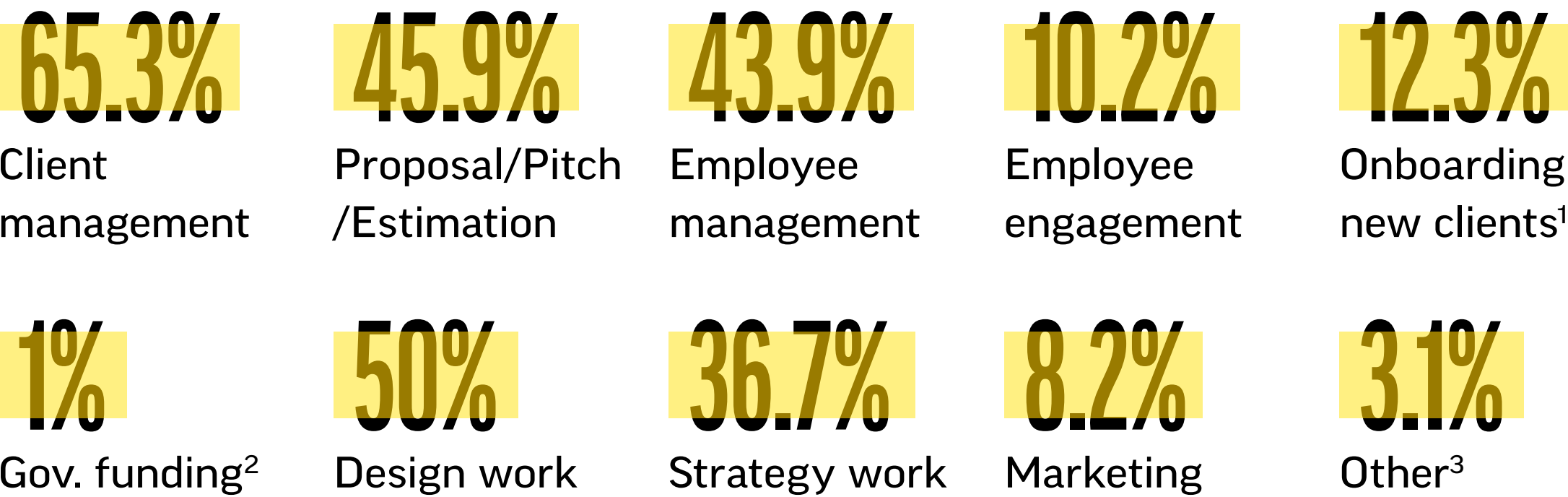


A mix of clients<sup>4</sup>

<sup>1</sup> Within 99 km of my residence.  
<sup>2</sup> 100 km to 500 km from my residence.  
<sup>3</sup> Country of residence.  
<sup>4</sup> Mix of Canadian and international clients.

# PRIMARY TASKS OF BUSINESS OWNERS

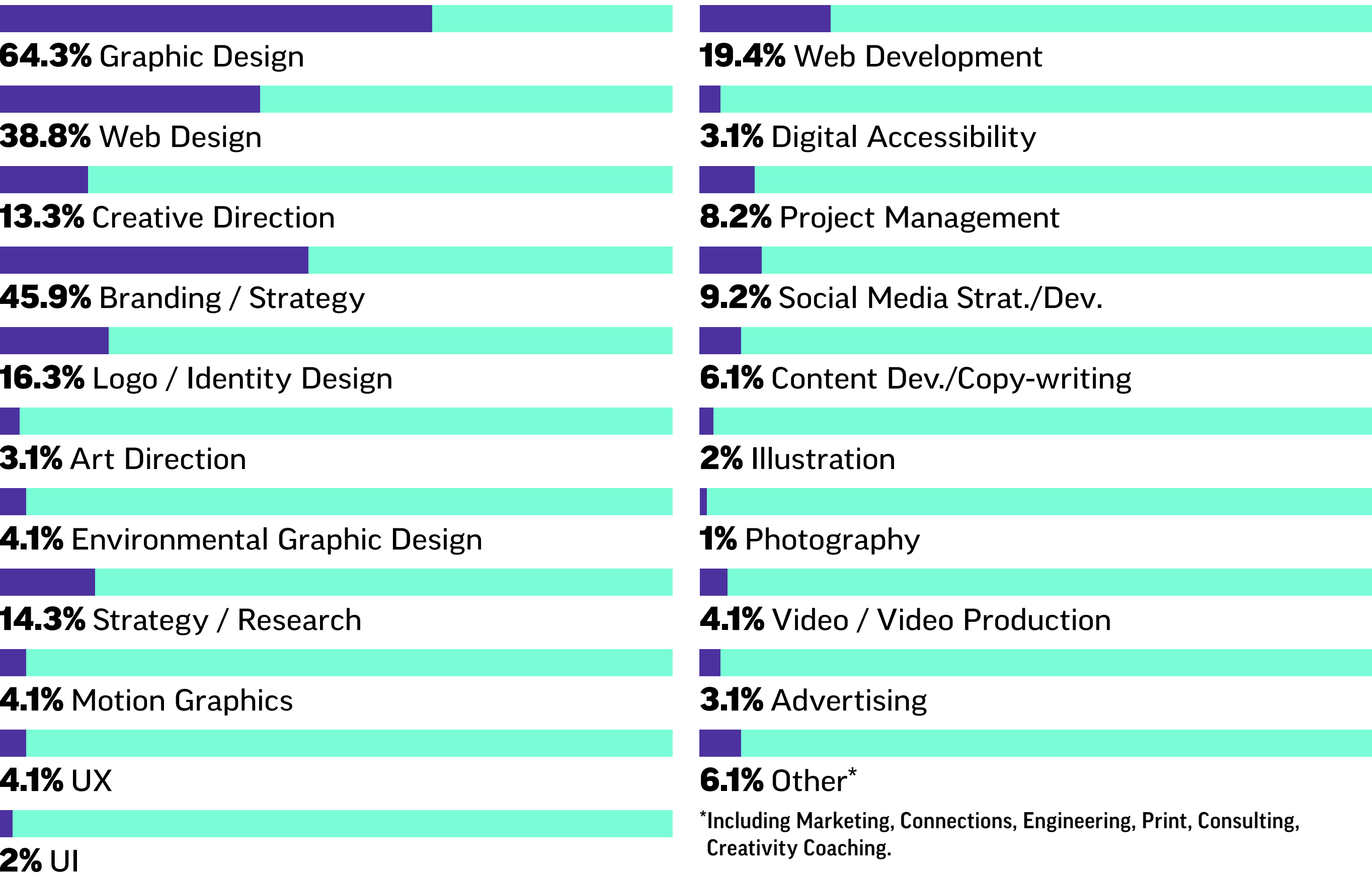
98 responses Top 3 requested



¹Negotiating contracts and business. ²Applications/Administration for government funding.  
³(Please specify) Administration, research, project management, art/creative direction.

# TOP BILLED SERVICES

98 responses Top 3 requested

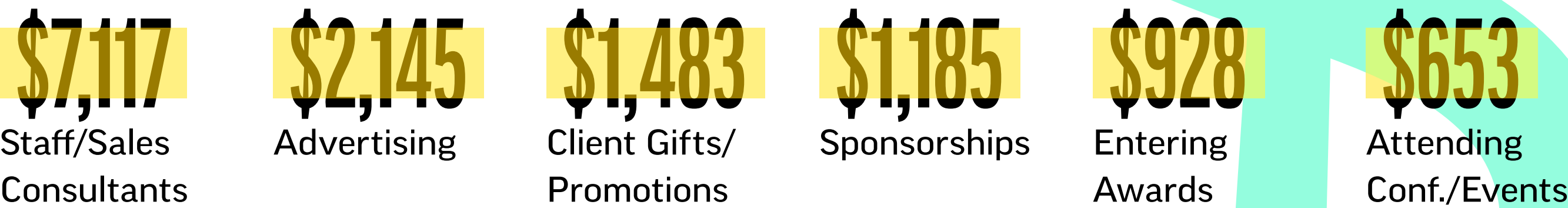


\*Including Marketing, Connections, Engineering, Print, Consulting, Creativity Coaching.



# AVERAGE AMOUNT SPENT ON MARKETING/PROMOTION IN 2021

98 responses

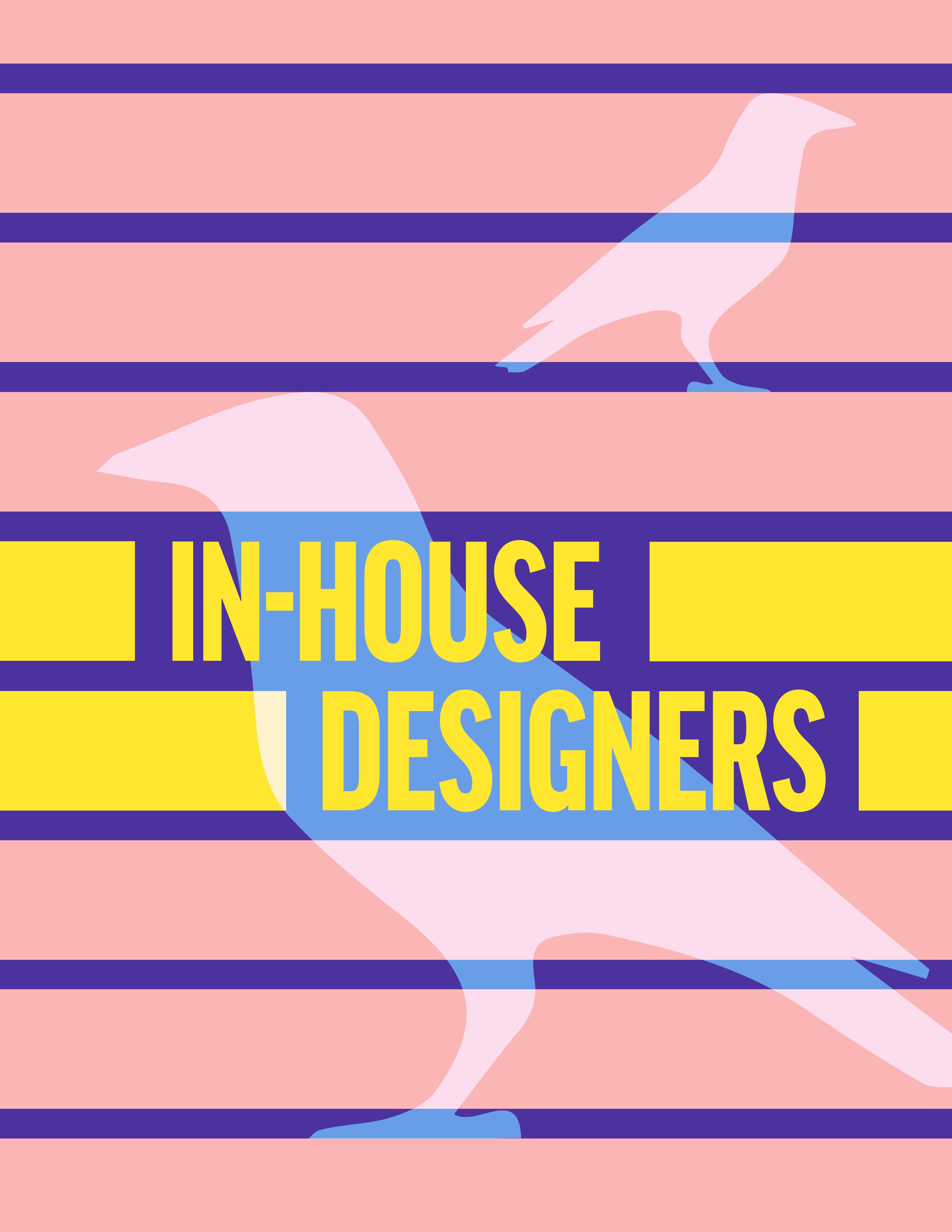


## BILLING RATES

\$ PER HOUR

BUSINESS OWNERS WITH EMPLOYEES	BUSINESS OWNERS WITHOUT EMPLOYEES	PART-TIME FREELANCE
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SERVICES	# OF RESPONSES			AVERAGE			MEDIAN			LOW			HIGH		
Graphic Design	84	389	404	\$133	\$90	\$67	\$125	\$80	\$65	\$60	\$25	\$25	\$275	\$1000	\$500
Web Design	78	243	173	\$139	\$91	\$69	\$135	\$89	\$65	\$70	\$25	\$25	\$325	\$300	\$150
Creative Direction	82	261	155	\$158	\$104	\$80	\$150	\$100	\$75	\$60	\$25	\$25	\$400	\$400	\$230
Branding/Identity Design	82	313	260	\$144	\$93	\$78	\$135	\$85	\$75	\$60	\$25	\$25	\$400	\$300	\$600
Art Direction	80	251	146	\$145	\$96	\$80	\$135	\$90	\$75	\$60	\$25	\$25	\$300	\$300	\$230
Brand Strategy/Research	78	224	124	\$154	\$106	\$77	\$150	\$95	\$75	\$65	\$25	\$25	\$500	\$1000	\$200
Digital Accessibility	59	108	49	\$137	\$88	\$67	\$125	\$78	\$60	\$80	\$25	\$30	\$300	\$300	\$150
Web Development	73	133	69	\$139	\$93	\$73	\$125	\$90	\$70	\$65	\$25	\$28	\$325	\$300	\$200
UX	63	123	68	\$145	\$93	\$77	\$140	\$90	\$73	\$65	\$25	\$25	\$325	\$300	\$150
UI	62	119	62	\$141	\$88	\$77	\$135	\$80	\$75	\$65	\$25	\$25	\$325	\$300	\$150
Project Management	73	180	72	\$134	\$94	\$71	\$125	\$90	\$68	\$45	\$25	\$25	\$375	\$300	\$200
Social Media Strategy / Dev.	63	127	89	\$144	\$86	\$61	\$125	\$75	\$50	\$50	\$25	\$25	\$500	\$300	\$150
Content Dev. / Copy-writing	67	142	59	\$138	\$91	\$67	\$125	\$80	\$60	\$50	\$25	\$25	\$275	\$300	\$150
Illustration	62	178	137	\$134	\$85	\$67	\$125	\$80	\$60	\$70	\$25	\$25	\$250	\$300	\$200
Video / Video Prod.	54	100	48	\$144	\$105	\$75	\$145	\$90	\$65	\$70	\$25	\$25	\$300	\$600	\$300
Motion Graphics	60	105	71	\$143	\$95	\$77	\$138	\$85	\$70	\$50	\$25	\$25	\$300	\$300	\$500
Data Vis./Information Design	61	135	64	\$140	\$94	\$69	\$135	\$90	\$65	\$60	\$25	\$25	\$325	\$300	\$150

The background features a series of horizontal stripes in light pink, dark blue, and a medium blue. Two stylized bird silhouettes are present: a smaller one in the upper right and a larger one in the lower left, both colored in the light pink and medium blue. The text is centered over the middle of the image.

# IN-HOUSE DESIGNERS



# IN-HOUSE DESIGNERS

In-house respondents work in a variety of industries. The largest group (16%) work in technology, followed by retail (10%), finance/insurance (10%) and government (9%).

42% of respondents work for employers with over 500 employees. 15% work for employers with 50–149 employees, and 14% work for employers with 5–29 employees.

While the majority of in-house designers work for larger employers, over half have smaller creative departments. 41% work in creative departments that have 2–5 creative employees, followed by 15% who work alone.

When asked about whether their creative departments changed in size, more than half (58%) shared that their department stayed the same. More departments grew (29%) than those that shrank (13%).

In-house designers continue to wear many hats, working primarily on graphic design (76%), branding/strategy (27%) and creative direction (22%).

Web design (21%) and social media strategy and development (16%) are also common services offered by creative departments.

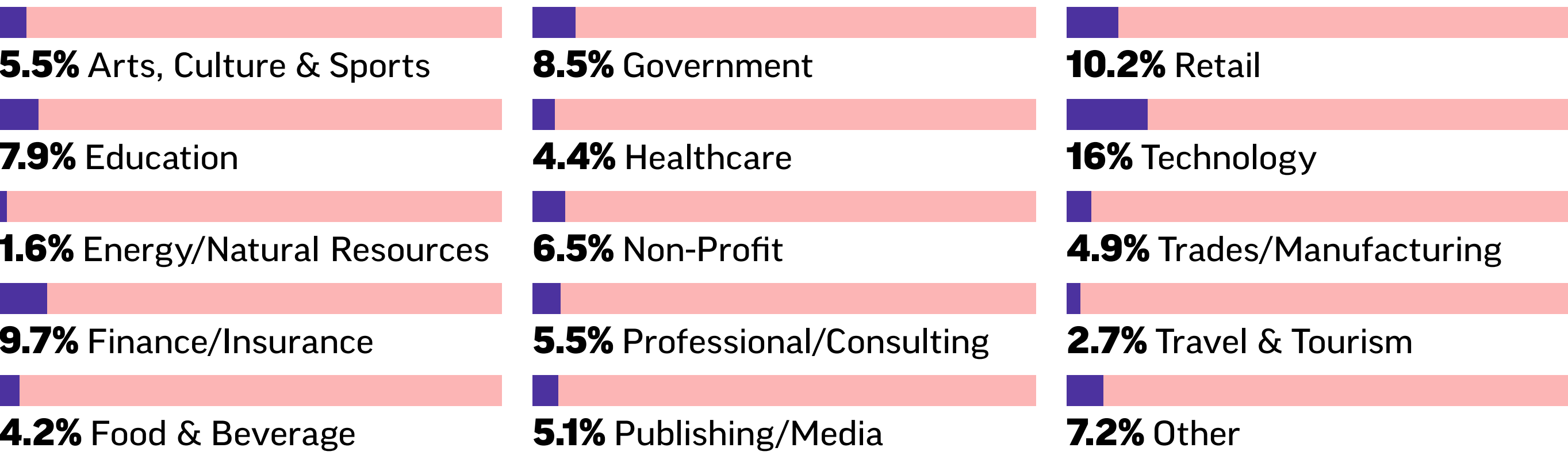
Just over half (53%) of in-house respondents report that their work hours didn't change during the pandemic (2021/2022). However, 32% report working more hours than before the pandemic.

47% of in-house designers feel that their salaries are about industry standard for their title or role. However, more designers (37%) feel that they are underpaid than paid above industry standard (15%).

When asked about whether they feel their employers value design, half of respondents (50%) answered "sometimes." More respondents (30%) feel design is valued by employers than those who don't (18%).

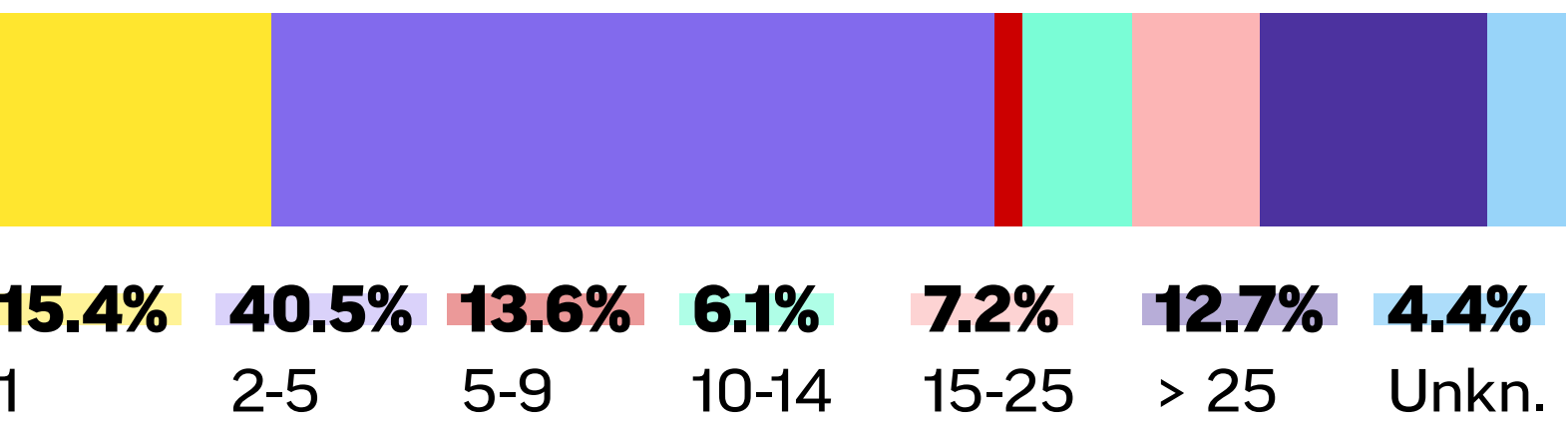
# INDUSTRY OF EMPLOYER

1,402 responses



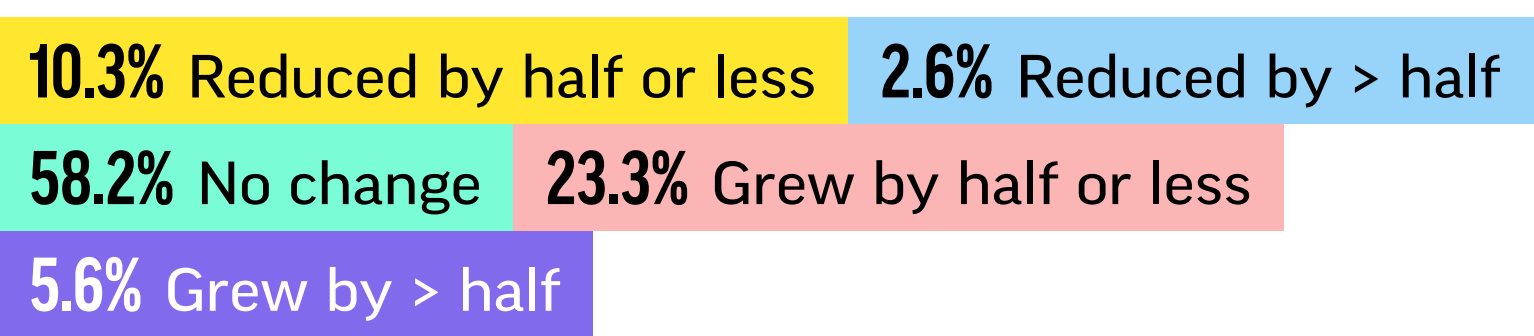
# SIZE OF CREATIVE DEPARTMENT

1,402 responses (# of creative employees)



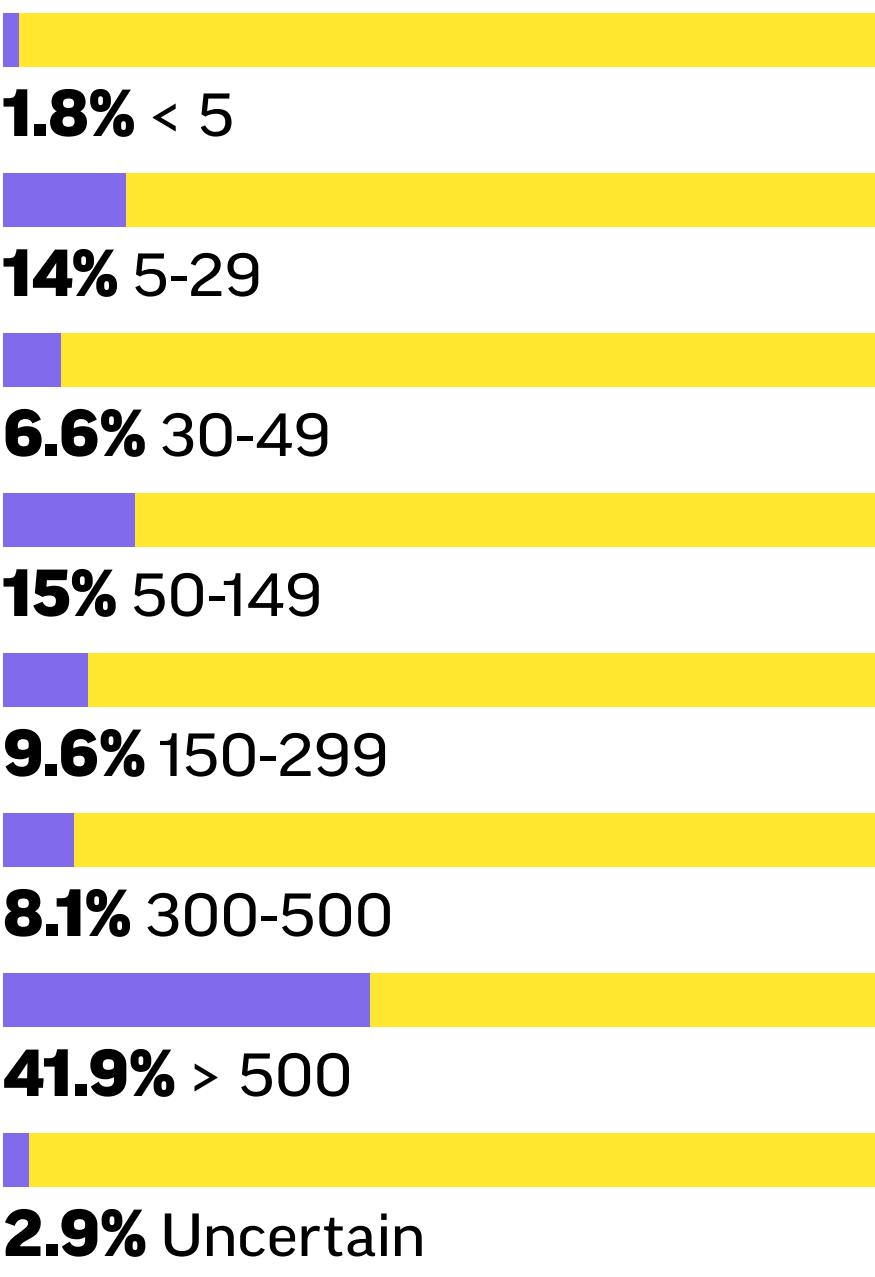
# CHANGES IN CREATIVE DEPT.

1,331 responses



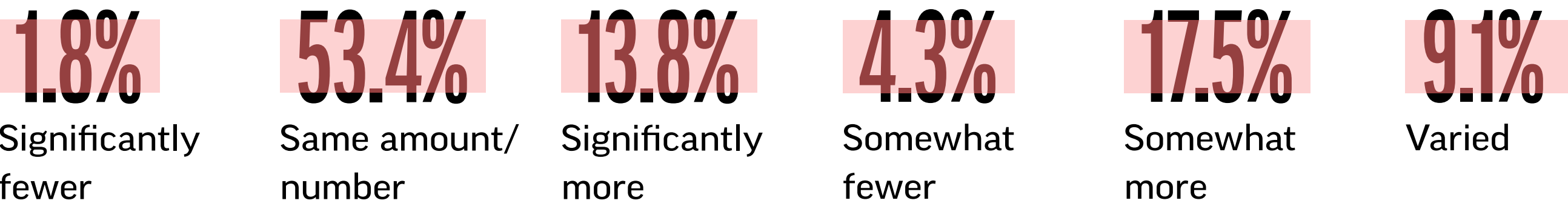
# SIZE OF EMPLOYER

1,402 responses (# of employees)



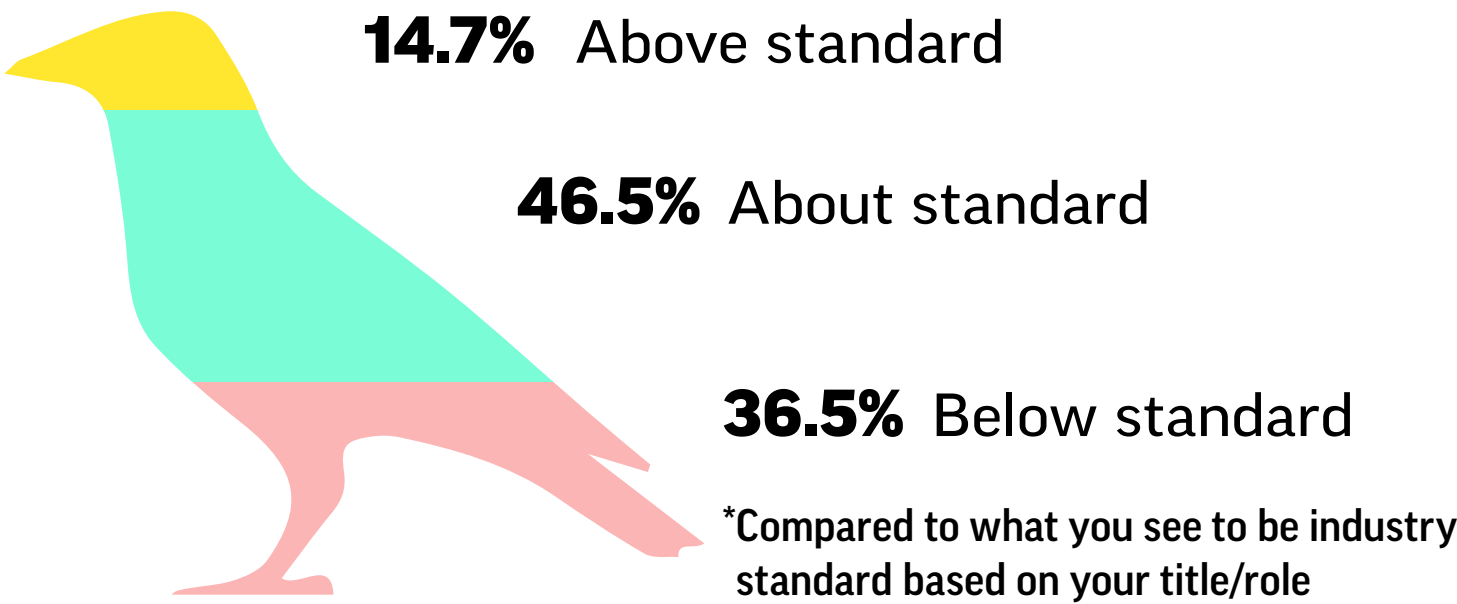
# CHANGES IN HOURS WORKED/WEEK\*

1,402 responses \*During the pandemic (2021-2022)



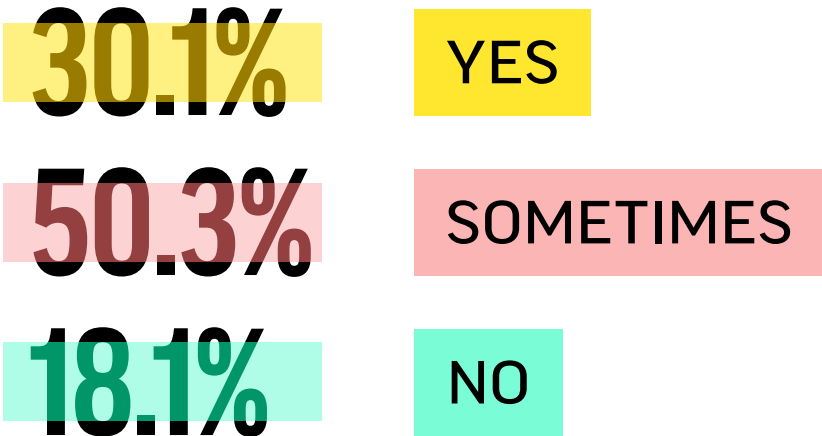
# HOW WOULD YOU RATE YOUR SALARY?\*

1,357 responses



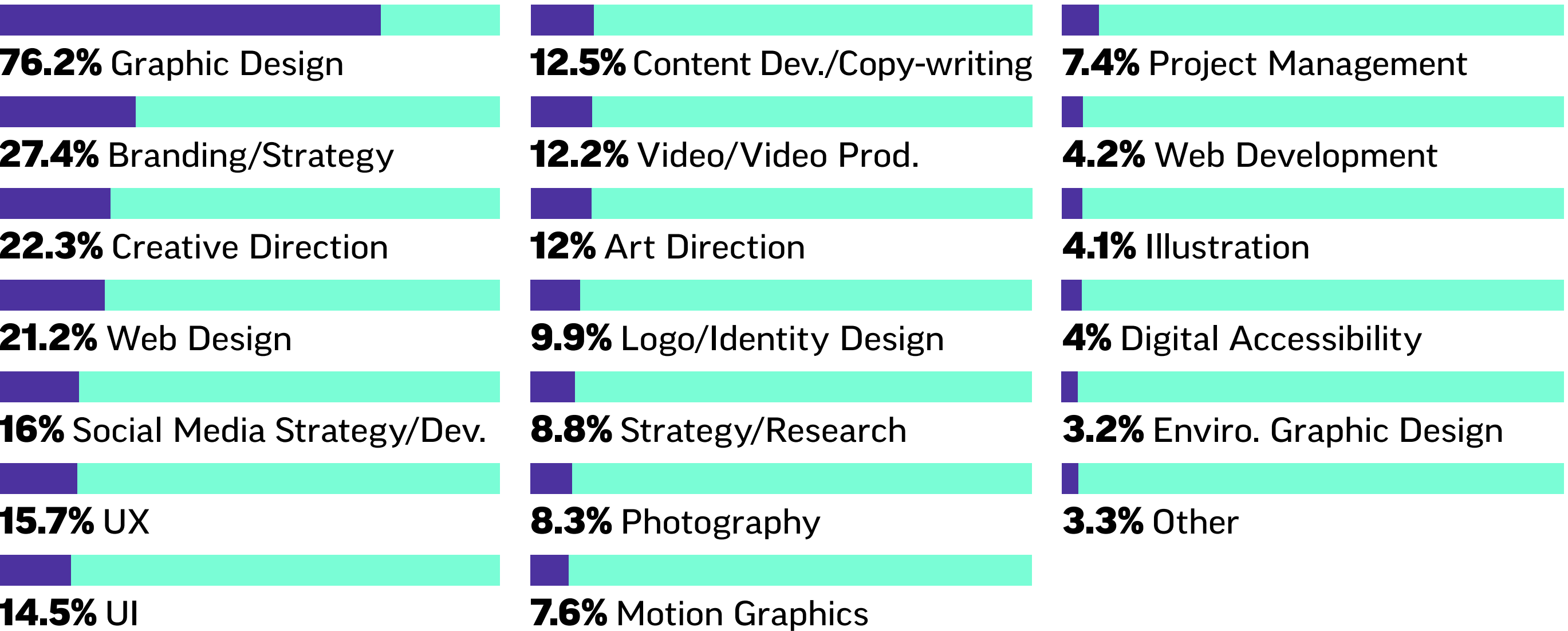
# FELT THEIR EMPLOYERS VALUED DESIGN

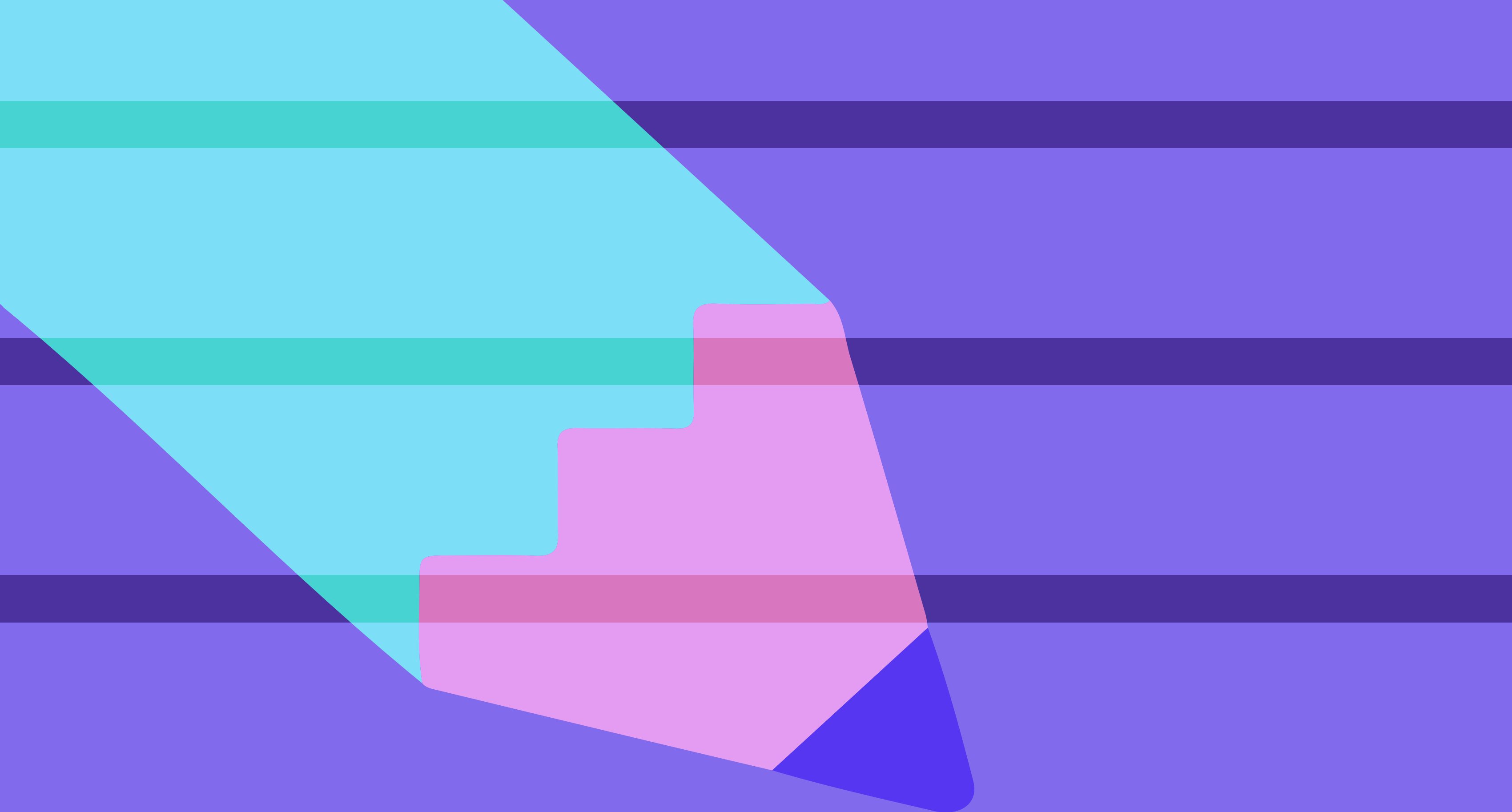
1,389 responses



# SERVICES OFFERED

1,402 responses Top 3 requested





# EMPLOYEES IN CREATIVE AGENCIES

# EMPLOYEES IN CREATIVE AGENCIES

42% of employees work in creative agencies with 5–29 employees. 17% work in agencies with 50–149 employees.

Almost half (46%) of respondents reported that they work in agencies where 2–5 full-time designers are employed. Only 6% work alone, compared to 15% of in-house designers.

Agency creative departments typically offer a variety of services. Respondents shared that the most common services offered are graphic design (62%), followed by branding and strategy (38%) and web design (32%).

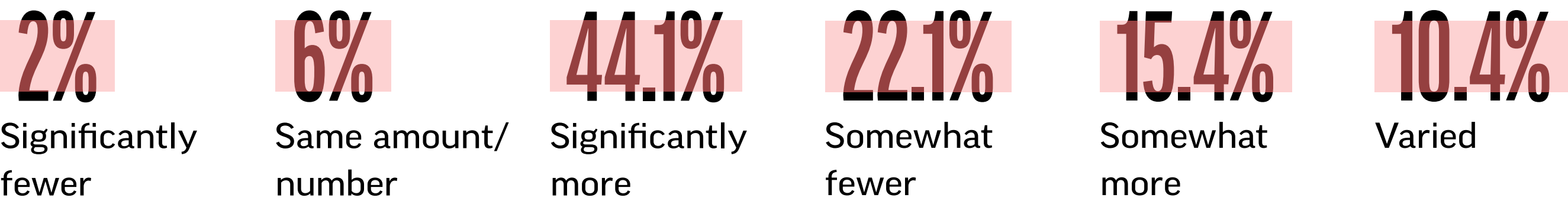
47% of respondents stated that there was no change in the number of designers working for their agencies. More teams grew (35%) than those that shrank (18%).

44% of agency employees' working hours remained the same during the pandemic. 37% found themselves working more, which is slightly higher than in-house respondents (32%).

The same as in-house respondents, 47% feel that their salaries are about industry standard for their title or role. However, more agency employees (44%) feel that they are paid below industry compared to their in-house counterparts (37%).

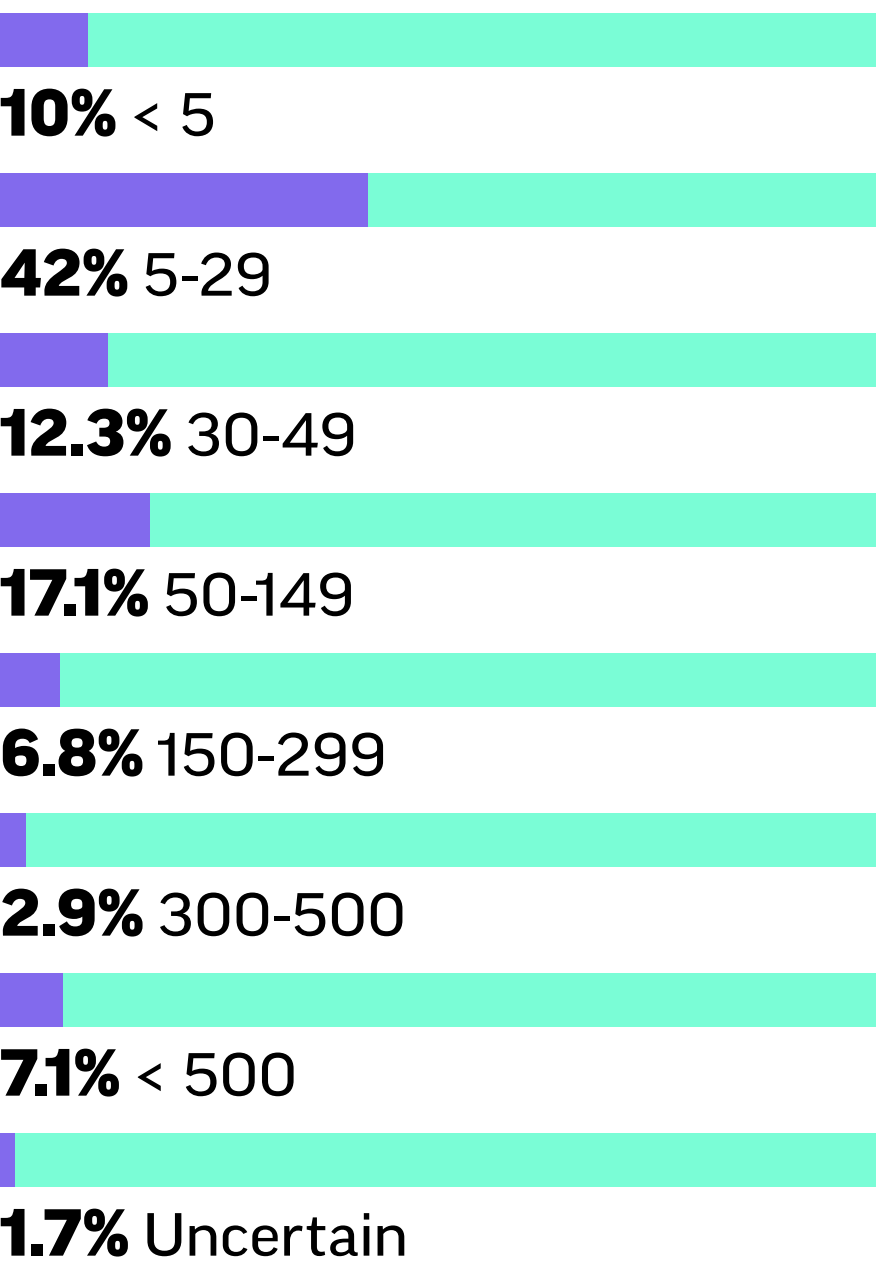
# CHANGES IN HOURS WORKED/WEEK\*

748 responses \*During the pandemic (2021-2022)



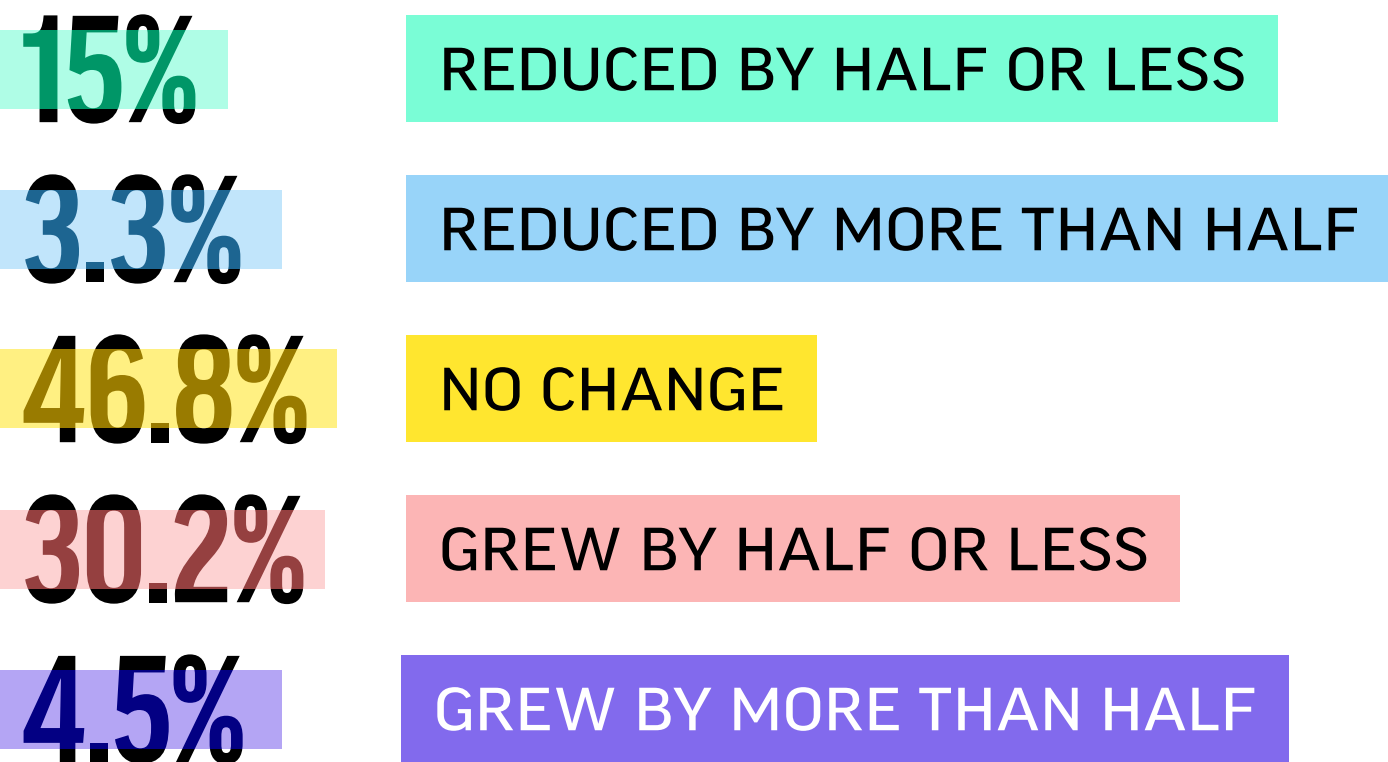
# SIZE OF AGENCY

748 responses (# of employees)



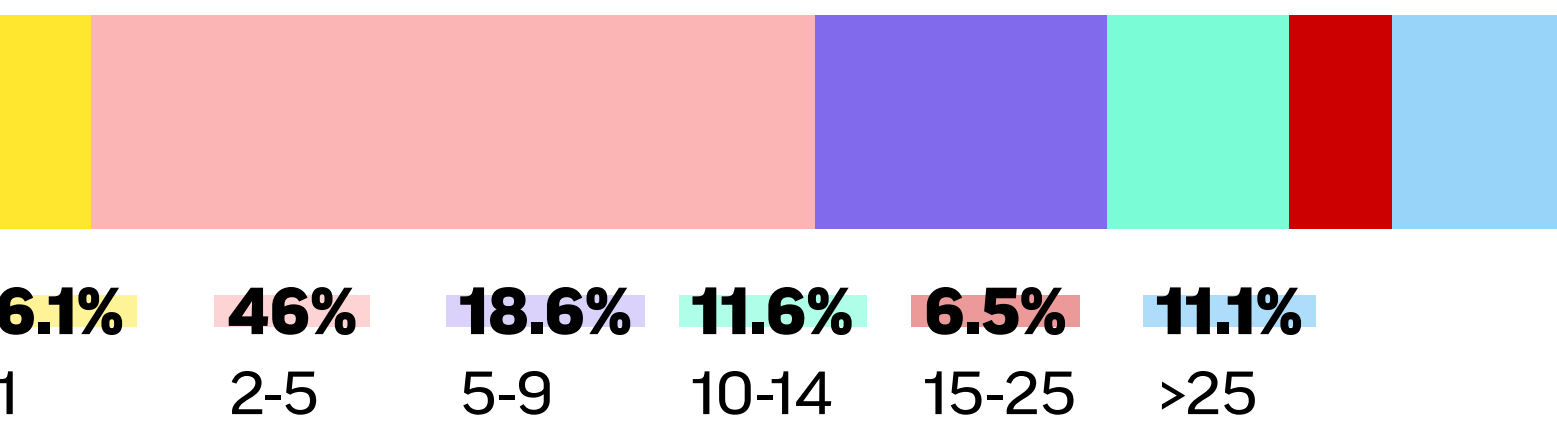
# CHANGES IN CREATIVE DEPT.

711 responses (# of Designers)



# FULL-TIME AGENCY EMPLOYEES

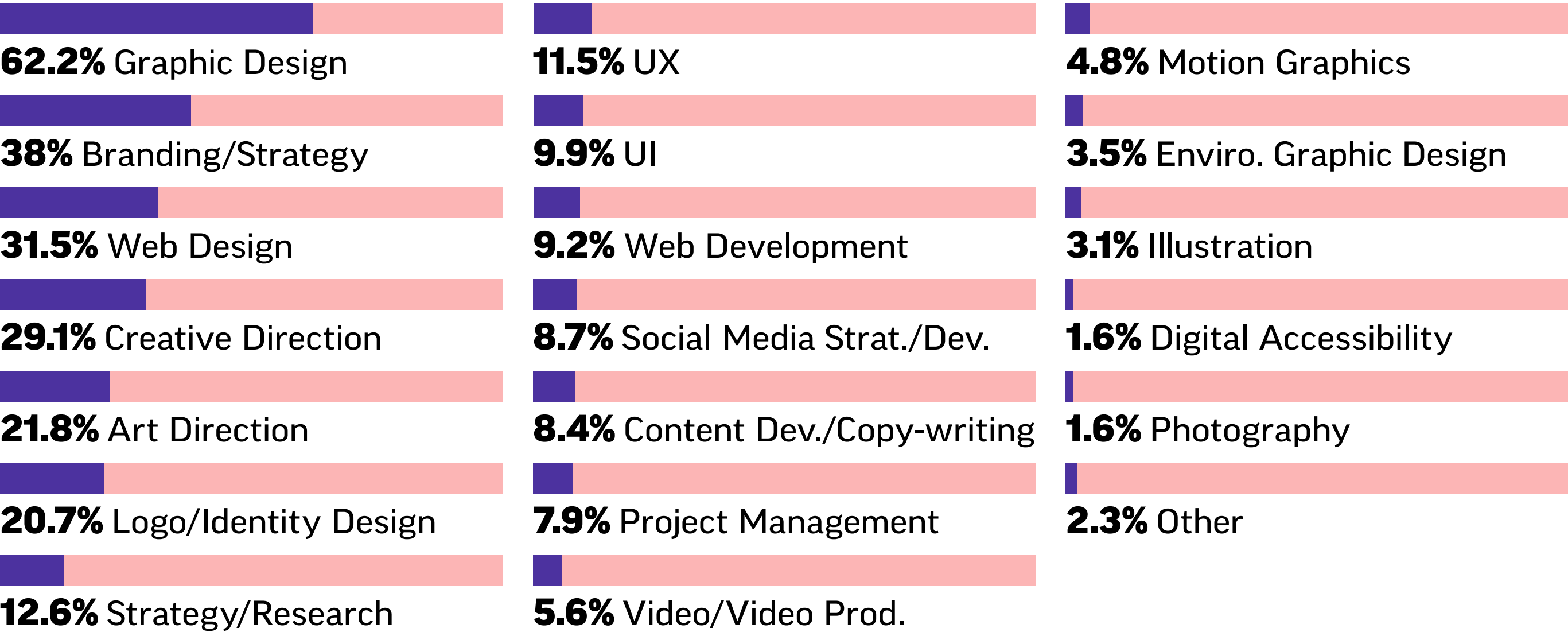
748 responses (# of design-related employees)





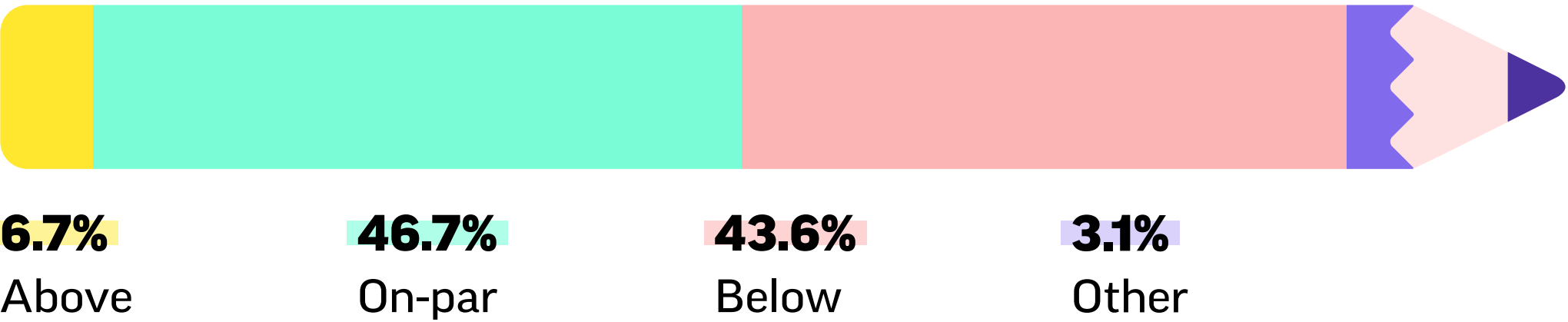
# SERVICES OFFERED

748 responses Top 3 requested



# HOW WOULD YOU RATE YOUR SALARY?\*

748 responses



\*Compared to what you see to be industry standard based on your title/role



The background features a repeating pattern of horizontal stripes in light blue, light green, and light orange. Overlaid on these stripes are large, semi-transparent geometric shapes: a light blue circle in the upper left, a light green circle in the lower right, and a light orange diagonal band running from the bottom left to the top right. The text 'DESIGN' is centered horizontally and partially overlaid by these shapes.

**DESIGN**

**EDUCATORS**



# DESIGN EDUCATORS

The majority of respondents (57%) are design educators working part-time (less than 50% of full-time hours), followed by those who full-time on a fixed contract for more than one school year (23%).

28% have been teaching for more than 12 years, followed by 25% who have been teaching between one and three years.

59% of respondents work for colleges, while more than a third (37%) work for universities. 10% work for private training institutions, and 3% work in other environments.

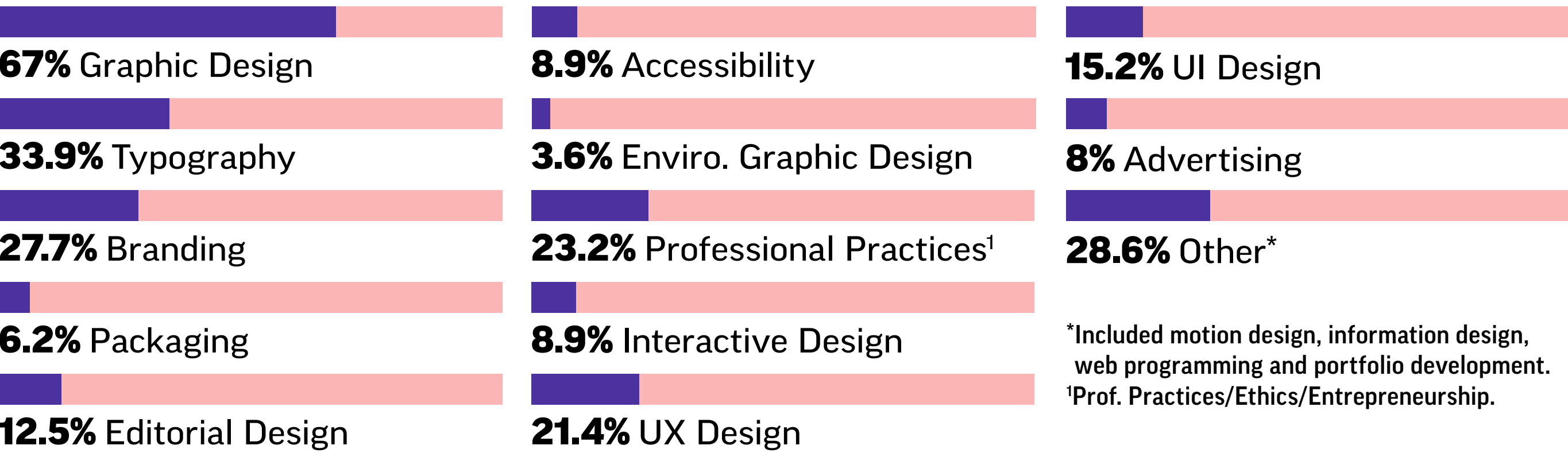
Most teach courses in graphic design (67%), typography (34%) and branding (28%).

Overall, almost three quarters (72%) of educators feel satisfied with their jobs. 83% of educators also feel that they are making an educational difference in the lives of their students.

More than half of educators (66%) feel that it's been more difficult to reach students since the move to remote learning.

# COURSES TAUGHT

112 responses

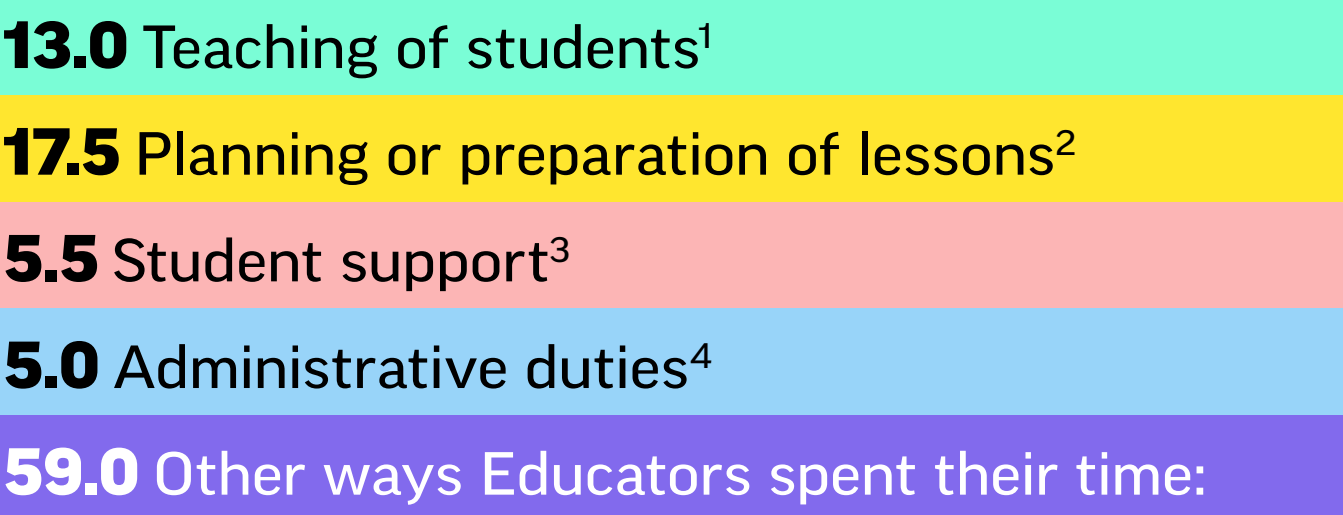


\*Included motion design, information design, web programming and portfolio development.  
¹Prof. Practices/Ethics/Entrepreneurship.

# TIME SPENT ON TASKS\*

112 responses

\*Average # of hours/typical school week in 2021



WRITING ARTICLES

MENTORING

RESEARCH

PROFESSIONAL DEVELOPMENT

CONFERENCES

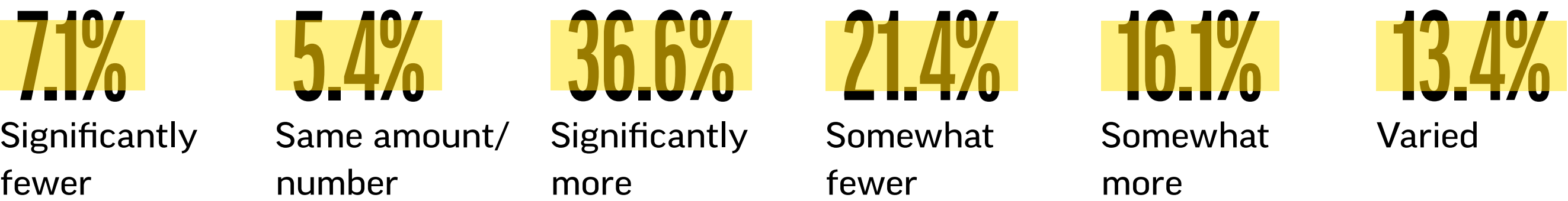
TROUBLESHOOTING TECHNICAL PROBLEMS

SPEAKING ENGAGEMENTS

¹Either whole class, in groups or individually.  
²Including marking of student work.  
³Answering questions, providing feedback outside teaching-time.  
⁴Including school administrative duties, paperwork and other clerical duties you undertake in your job as a teacher.

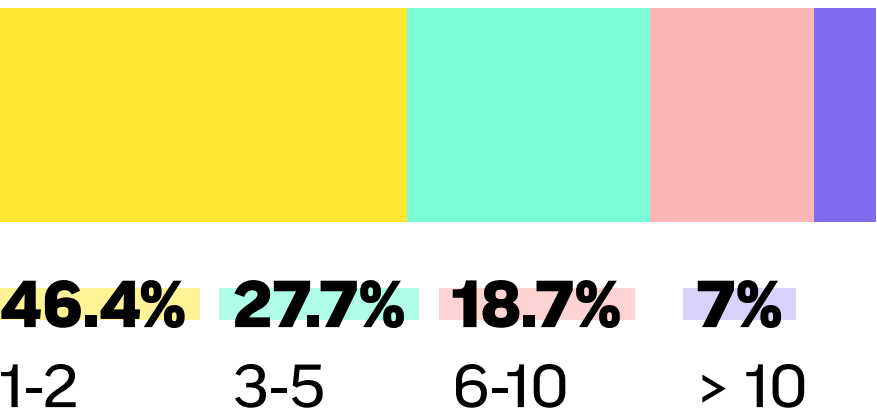
# CHANGES IN HOURS WORKED/WEEK\*

112 responses \*During the pandemic (2021-2022)



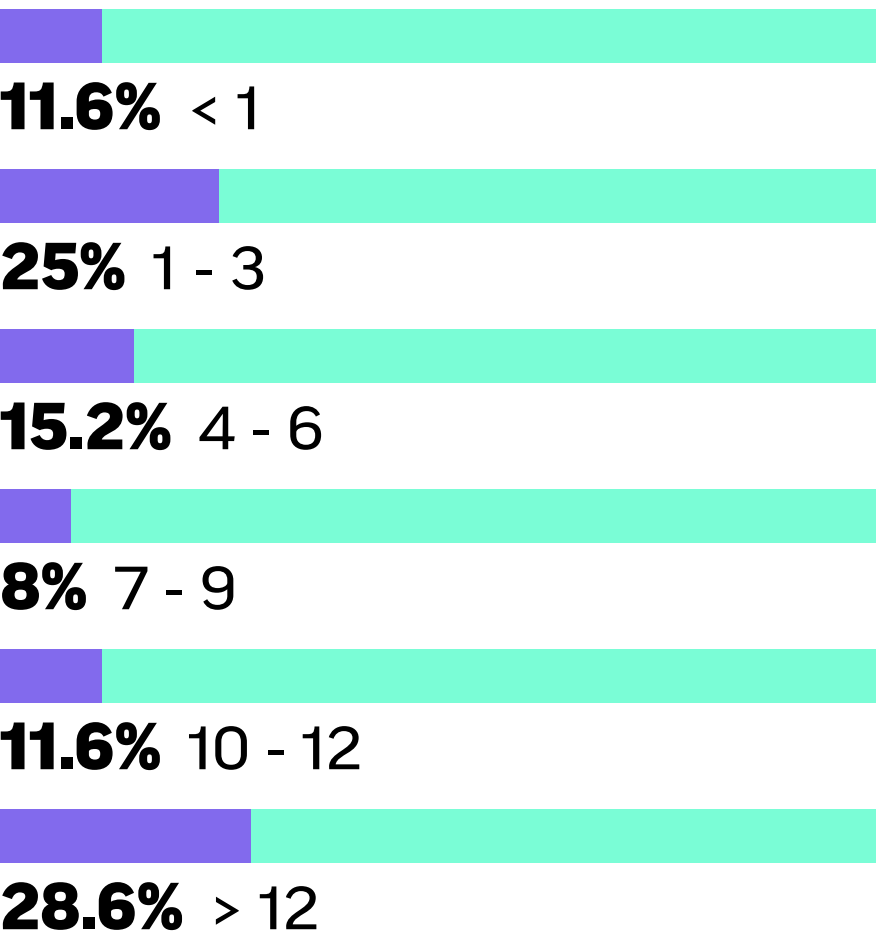
## # OF COURSES

112 responses (Taught in 2021)



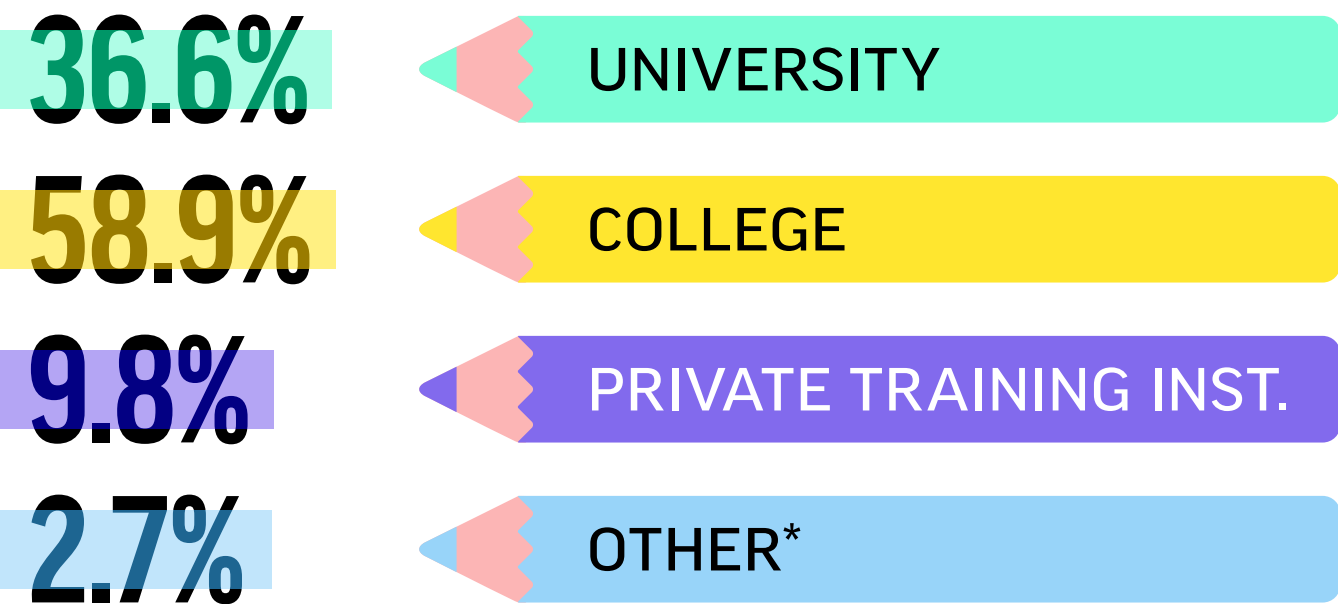
## TEACHING EXP.

112 responses (Years)



## EDUCATIONAL ENVIRONMENT

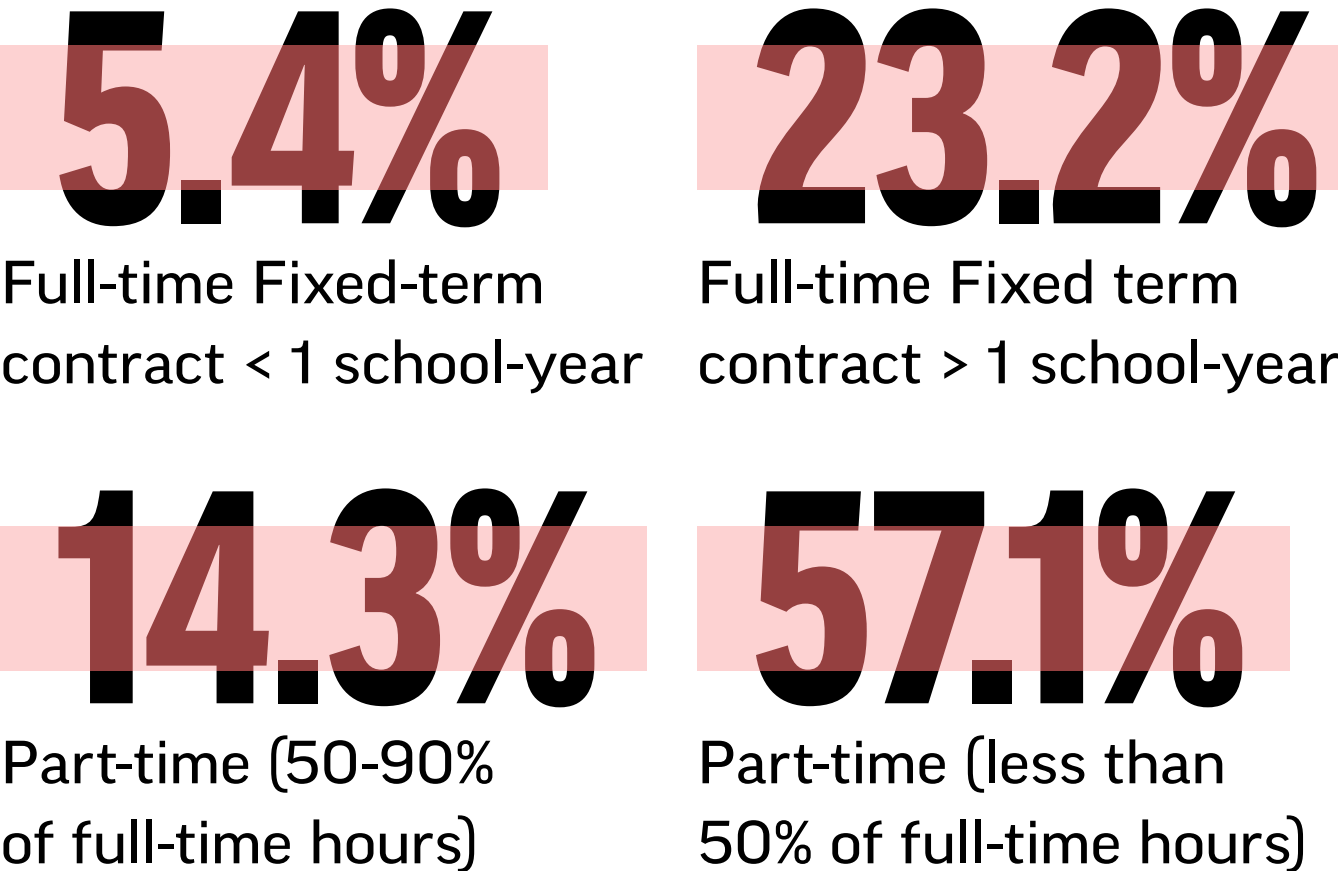
112 responses

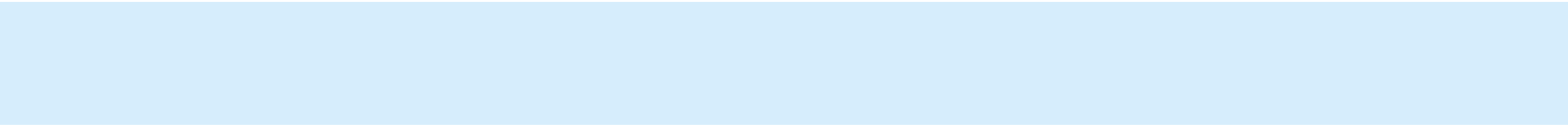
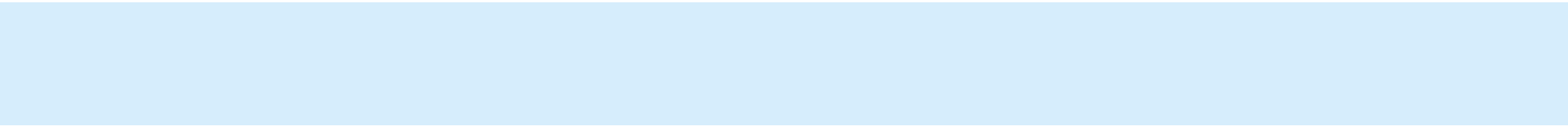


\*Joint college/university program/continuing studies dept of a university.

## EMPLOYMENT STATUS

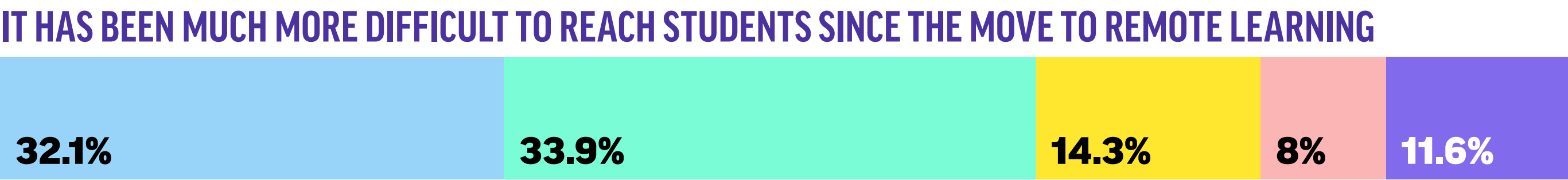
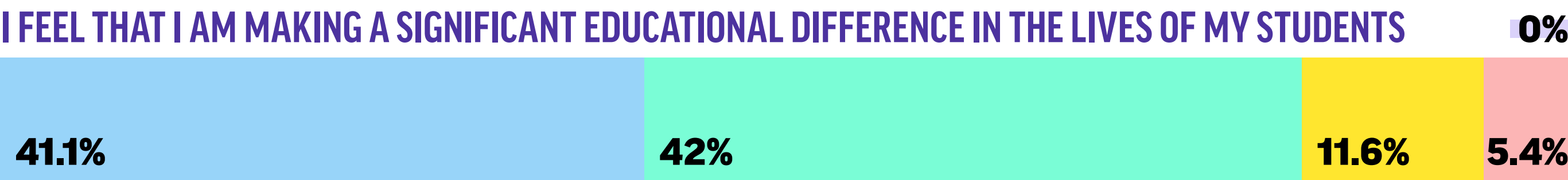
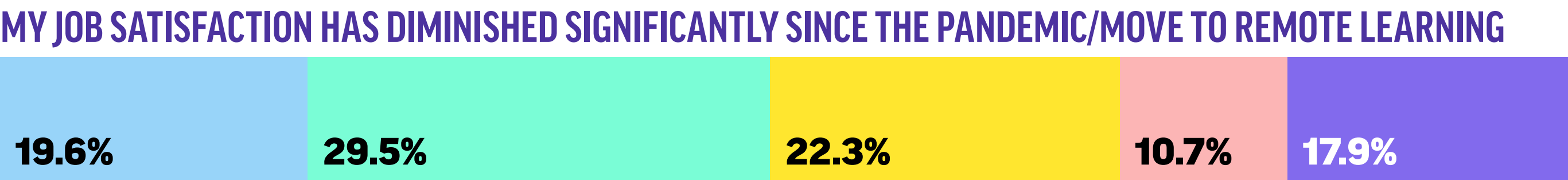
112 responses





# TO WHAT EXTENT EDUCATORS AGREED WITH...

112 responses





# FREELANCING





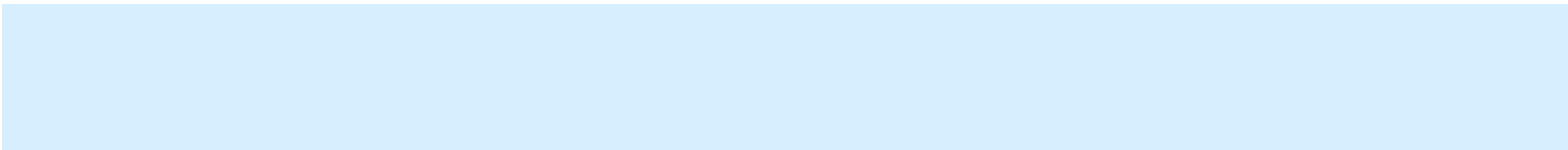
# FREELANCING



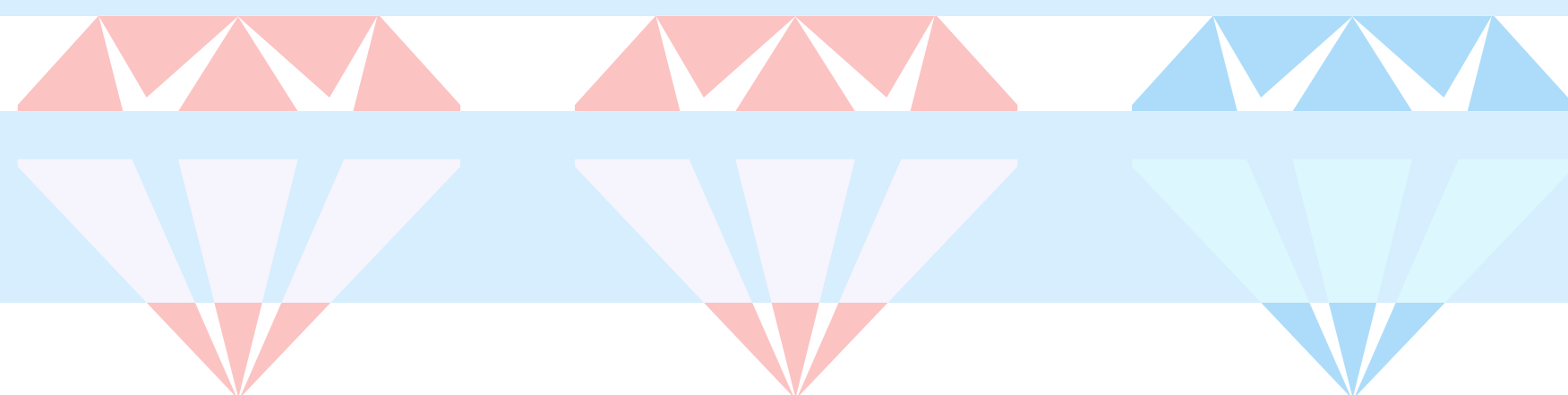
Almost half of respondents freelance in addition to their full-time work (49%).

The largest group of respondents (31%) earn less than \$3,000 in annual revenue from their freelance work, followed by 23% who earn less than \$5,999.

Graphic design is the most billed for service by those who freelance (83%), followed by logo and identity design (41%) and branding/strategy (26%). The least billed for services are digital accessibility (0.7%) and environmental graphic design (1.5%).



Two-thirds freelance between 1 and 5 hours per week (66%)





48.9%

Freelance in addition  
to full-time work

2,180 responses

## # OF HOURS/WEEK

429 responses (Hours Freelancing/Week)

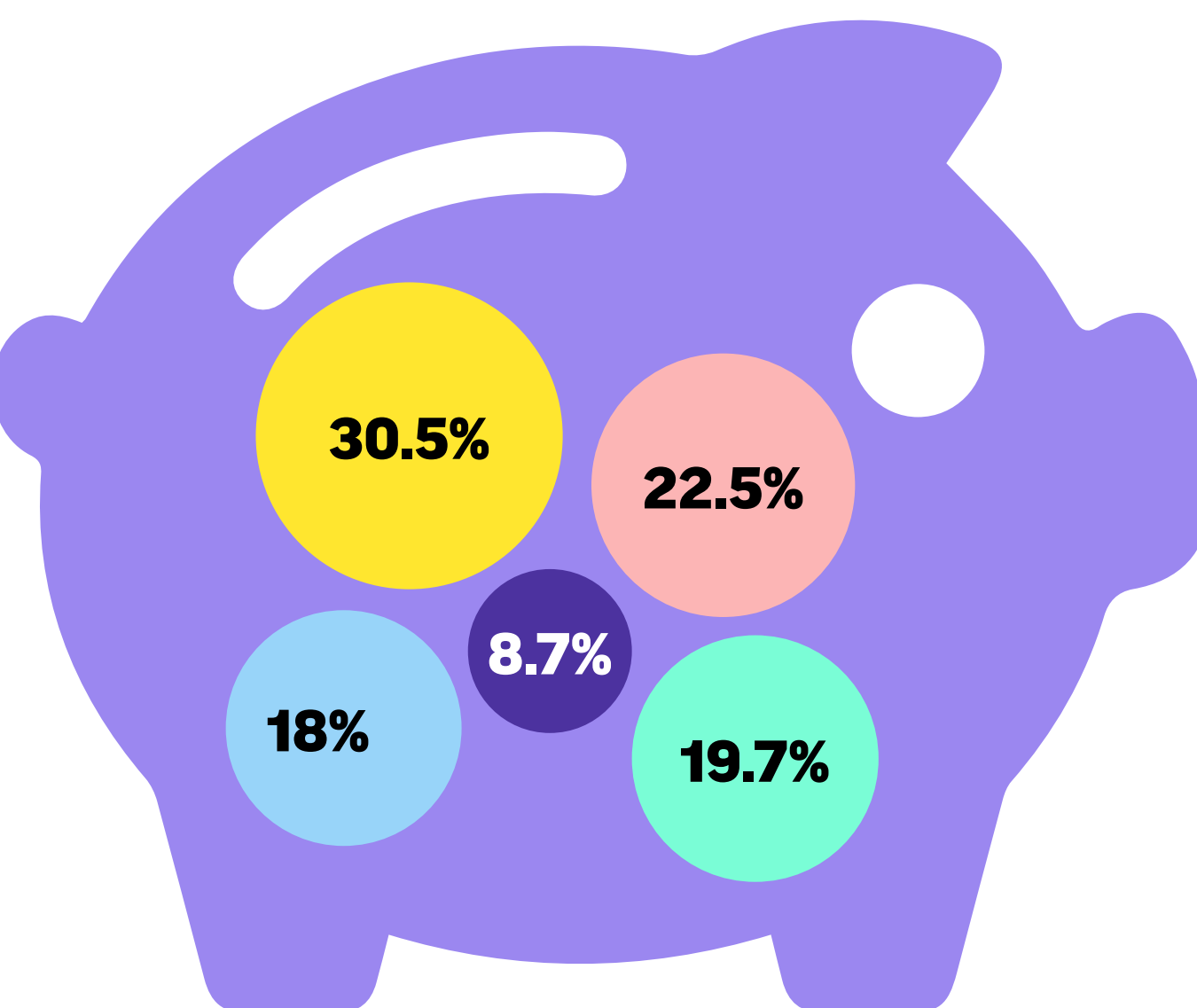
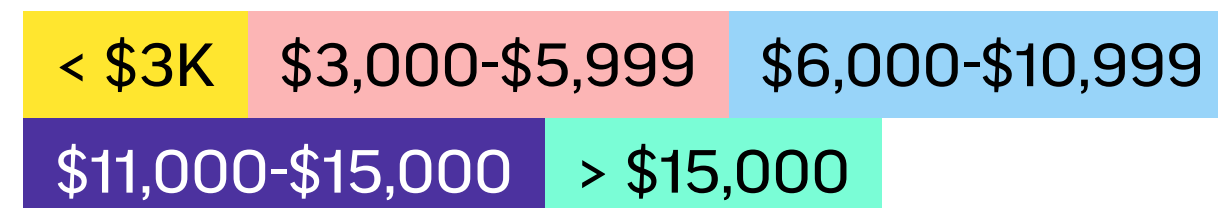


32.4% 33.6% 21.2% 12.6%

1-2 3-5 6-10 > 10

## TOTAL ANNUAL REVENUE\*

436 responses (\*From freelance work)



## SERVICES MOST BILLED

458 responses Requested top 3

83% Graphic Design

19.9% Web Design

8.5% Creative Direction

26.2% Branding/Strategy

40.8% Logo/Identity Design

8.7% Art Direction

1.5% Enviro. Graphic Design

1.7% Strategy/Research

3.3% Motion Graphics

3.9% Web Dev.

2.8% UX

2.8% UI

0.7% Digital Accessibility

2.4% Project Management

6.3% Social Media Strat./Dev.

5% Content Dev./Copy-writing

14.6% Illustration

4.6% Photography

2.2% Video/Video Production

3.7% Other\*

\*Including lettering, event management, editing, custom artwork, marketing



# **DIVERSITY EQUITY AND INCLUSION**

# DIVERSITY, EQUITY & INCLUSION

For the first time ever, we asked survey respondents about the diversity, equity and inclusion (DEI) initiatives and policies initiated in their workplaces. This question was posited to business owners with employees, in-house designers, employees in creative agencies and design educators.

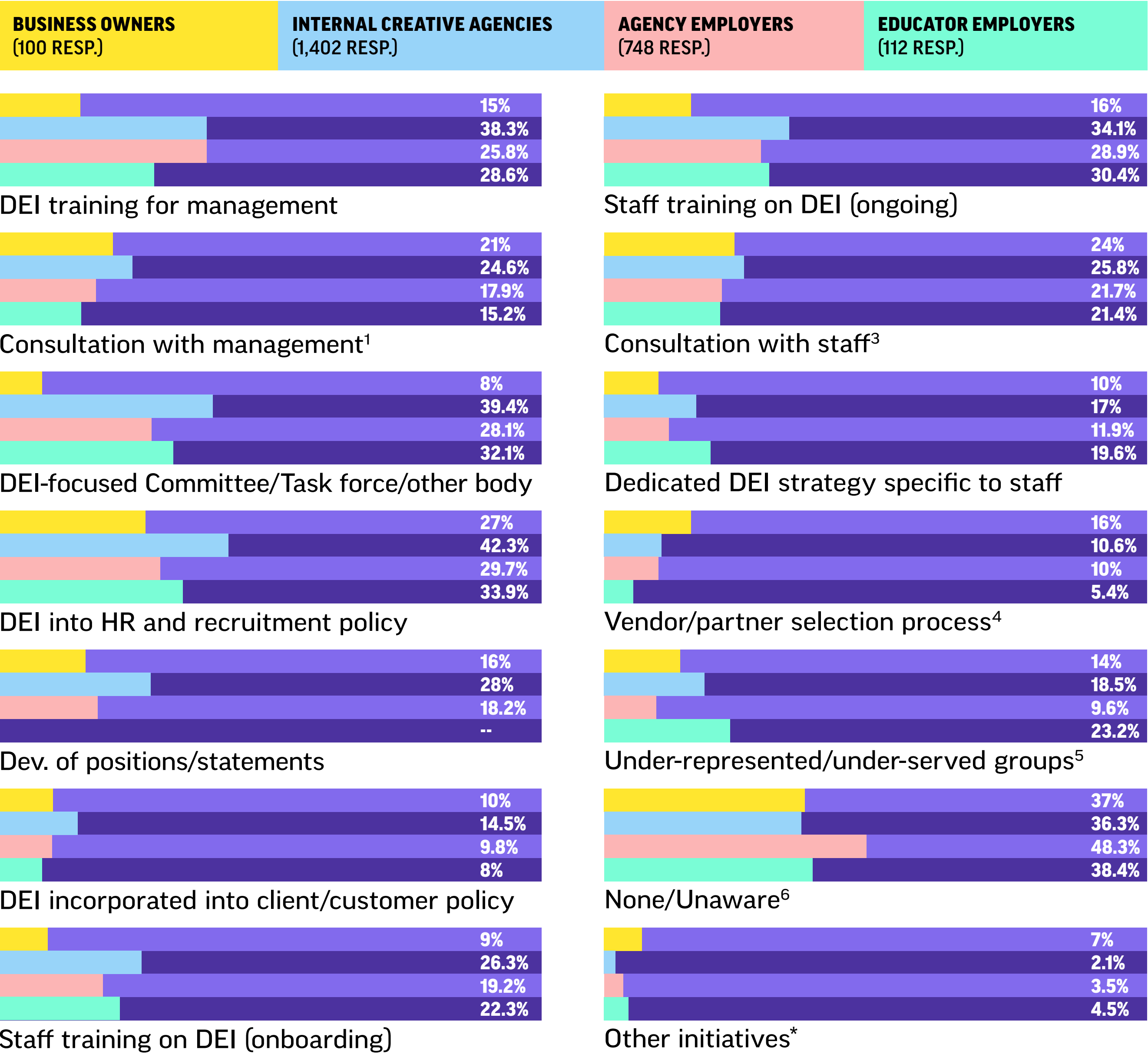
The most commonly implemented measure across all respondent categories is the incorporation of DEI into HR and recruitment. The second most commonly implemented measure, reported by both in-house designers (39%) and design educators (32%), is the creation of a committee, task force or other body to focus on DEI.

Other notable measures include DEI training for management (reported by 38% of in-house designers), consultation with staff on issues related to DEI in the workplace (reported by 24% of business owners) and ongoing staff training on DEI (reported by 29% of agency employees).

While there are numerous areas in which respondents shared that their workplaces are focusing on DEI, 34% of business owners shared that they have not implemented any initiatives. Almost half (48%) of agency employees stated that they are not aware of any DEI initiatives made by their employer, along with 38% of design educators and 36% of in-house designers.

When asked if they feel their employer's DEI strategies and policies have been effective at addressing intersectionality, tokenism and discrimination, 49% of design educators, 41% of in-house designers and 40% of agency employees don't know if they have been or not.

# INITIATIVES OR POLICIES TAKEN TO ADDRESS DEI



<sup>1</sup>On DEI within the context of our company's policies and best practices. <sup>2</sup>That capture our organization's commitment to DEI. <sup>3</sup>On issues related to the DEI in the workplace (workplace satisfaction surveys, interviews, meetings and discussions). <sup>4</sup>Incorporated commitment to DEI in vendor and partner selection process. <sup>5</sup>Dedicated programs and services for under-represented/under-served groups. <sup>6</sup>I am not aware of any initiatives or policies undertaken by my employer in this area. <sup>\*</sup>Included taking on student interns from underrepresented groups, watching RGD/DT DEI presentations/webinars, working with clients to also foster DEI and developing and implementing a Reconciliation Action Plan (with ongoing initiatives)

# HOW EFFECTIVE EMPLOYERS' DEI STRATEGIES AND POLICIES HAVE BEEN

(At addressing intersectionality, tokenism and all forms of discrimination)

EDUCATOR EMPLOYERS (112 RESP.)		IN-HOUSE EMPLOYERS (1,402 RESP.)		AGENCY EMPLOYERS (748 RESP.)	
NOT AT ALL EFFECTIVE	SOMEWHAT EFFECTIVE	VERY EFFECTIVE	DID NOT KNOW	PREFER NOT TO ANSWER	OTHER*
6.2%	22.3%	6.2%	49.1%	11.6%	4.5%
9.6%	32.5%	11.8%	41.4%	4.8%	--
11.4%	29.8%	11.5%	40.6%	6.7%	--

\*Other: Included that it was too early to tell or that initiatives were surface-level but not resulting in actual change.



**JOB**

**SEARCHING**



# JOB SEARCHING

Over half (57%) of respondents have looked for a new job in the past 18 months, with 15% switching jobs. 36% were not looking at all. For those who did leave their positions, the biggest reasons for moving were for a higher salary (20%), more meaningful work (15%) and because of toxic work culture (14%).

For jobseekers, LinkedIn is by far the most common search tool (91%), followed by personal networking (50%) and seeking out career pages on organizations' websites (37%). When deciding whether to apply for a position, 89% of respondents report that the salary or wage range is the most important factor; 68% state that a detailed list of duties and roles is important, followed by benefits offered (49%).

On the other hand, when deciding whether to accept a position, 90% feel compensation is the most important consideration, followed by workplace culture (83%) and professional development and training opportunities (31%).

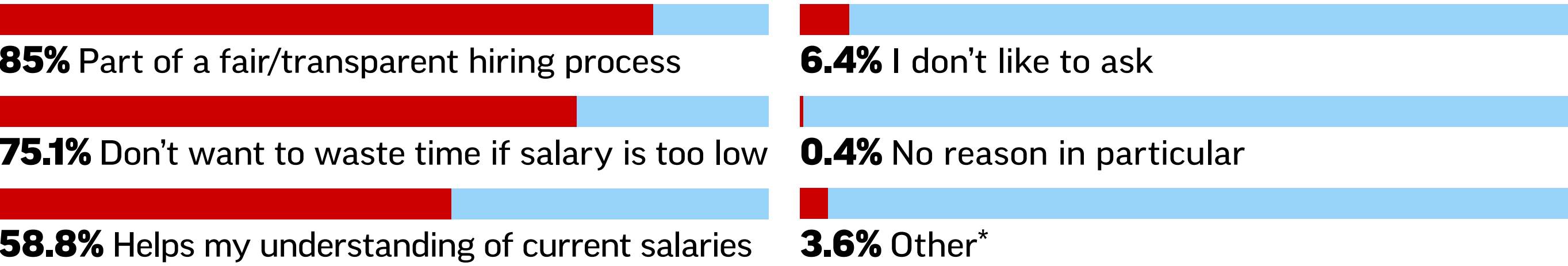
Well over three quarters of respondents (83%) believe that employers should be required by law to include salary or wage information in job postings.

When asked for the primary reasons why employers should share salary information, 84% feel it is a part of a fair and transparent hiring process, and 73% don't want to waste their time if the salary is too low. For those who have been job searching within the last 18 months, 61% of respondents estimated that only 1 to 25% of job postings include salary or wage details.



# PRIMARY REASONS EMPLOYERS SHOULD SHARE SALARY INFORMATION IN JOB POSTINGS

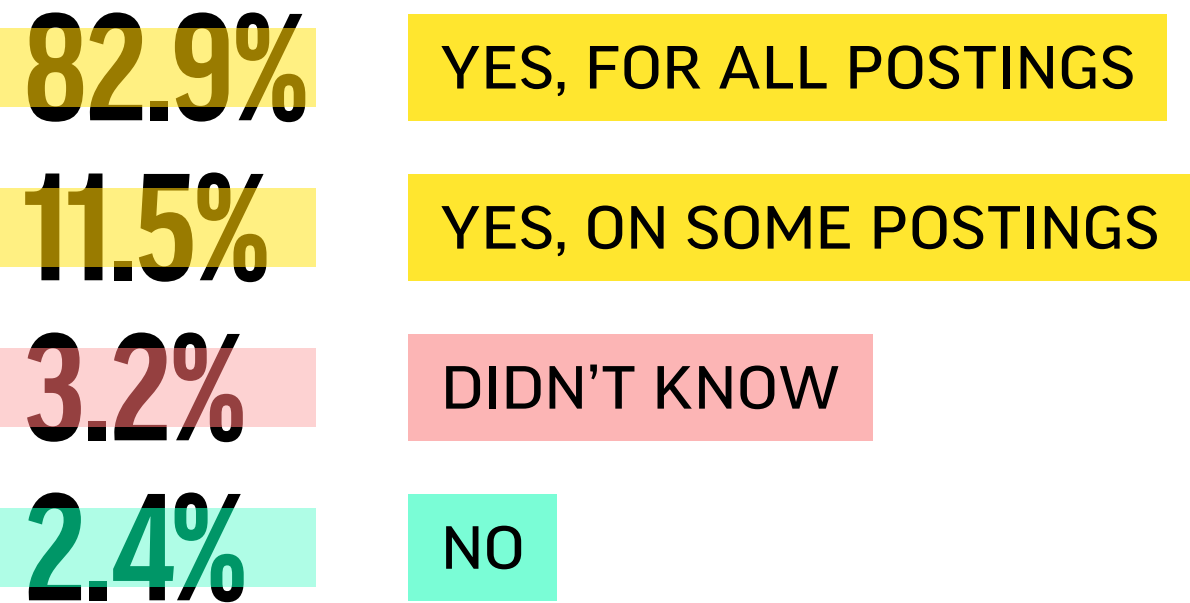
747 responses



\*Incl. will save employer time; helps ensure salaries are fair, addresses wage gaps.

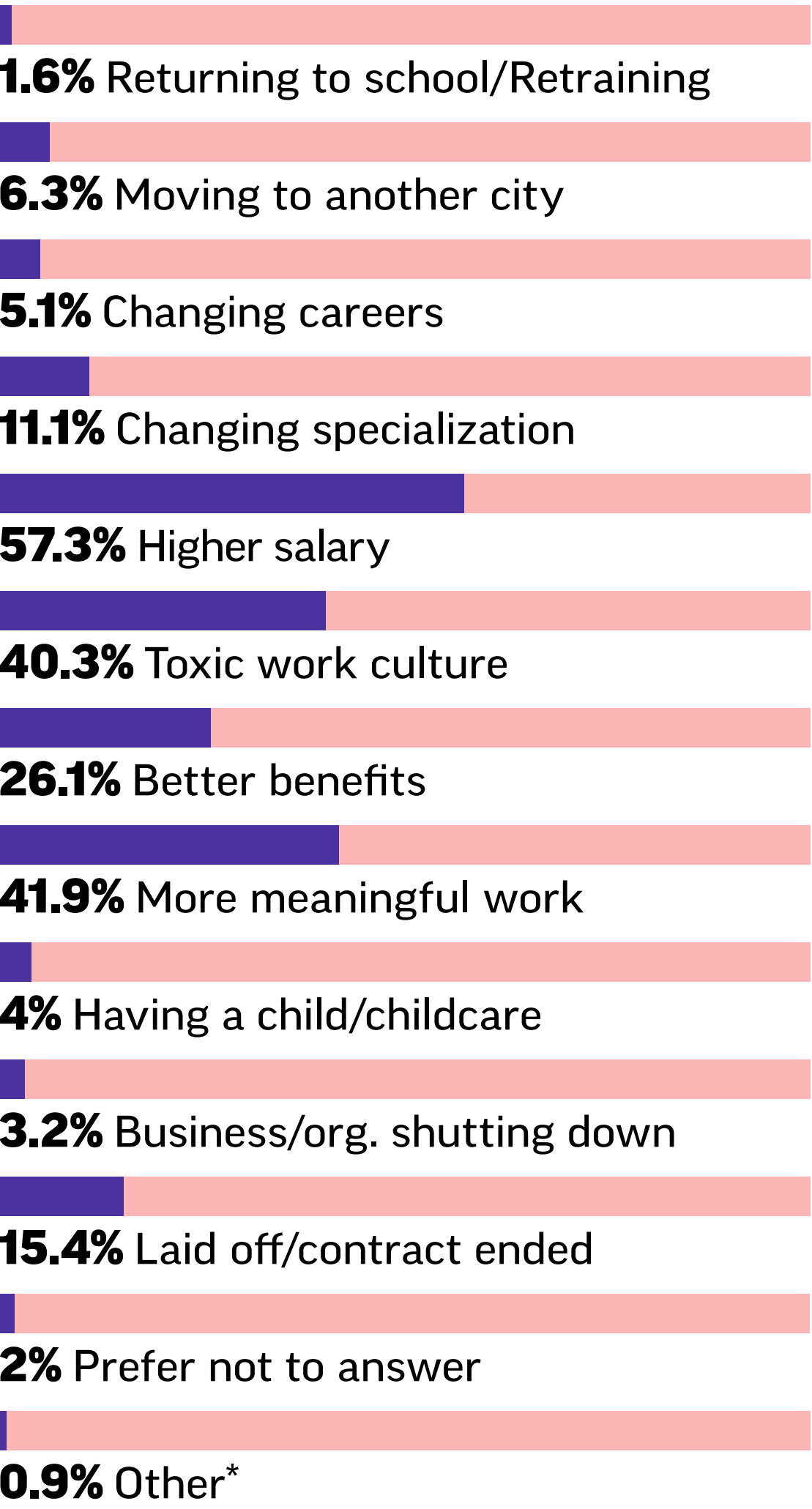
# SHOULD EMPLOYERS BE REQUIRED BY LAW TO INCLUDE SALARY OR WAGES IN JOB POSTINGS?

747 responses



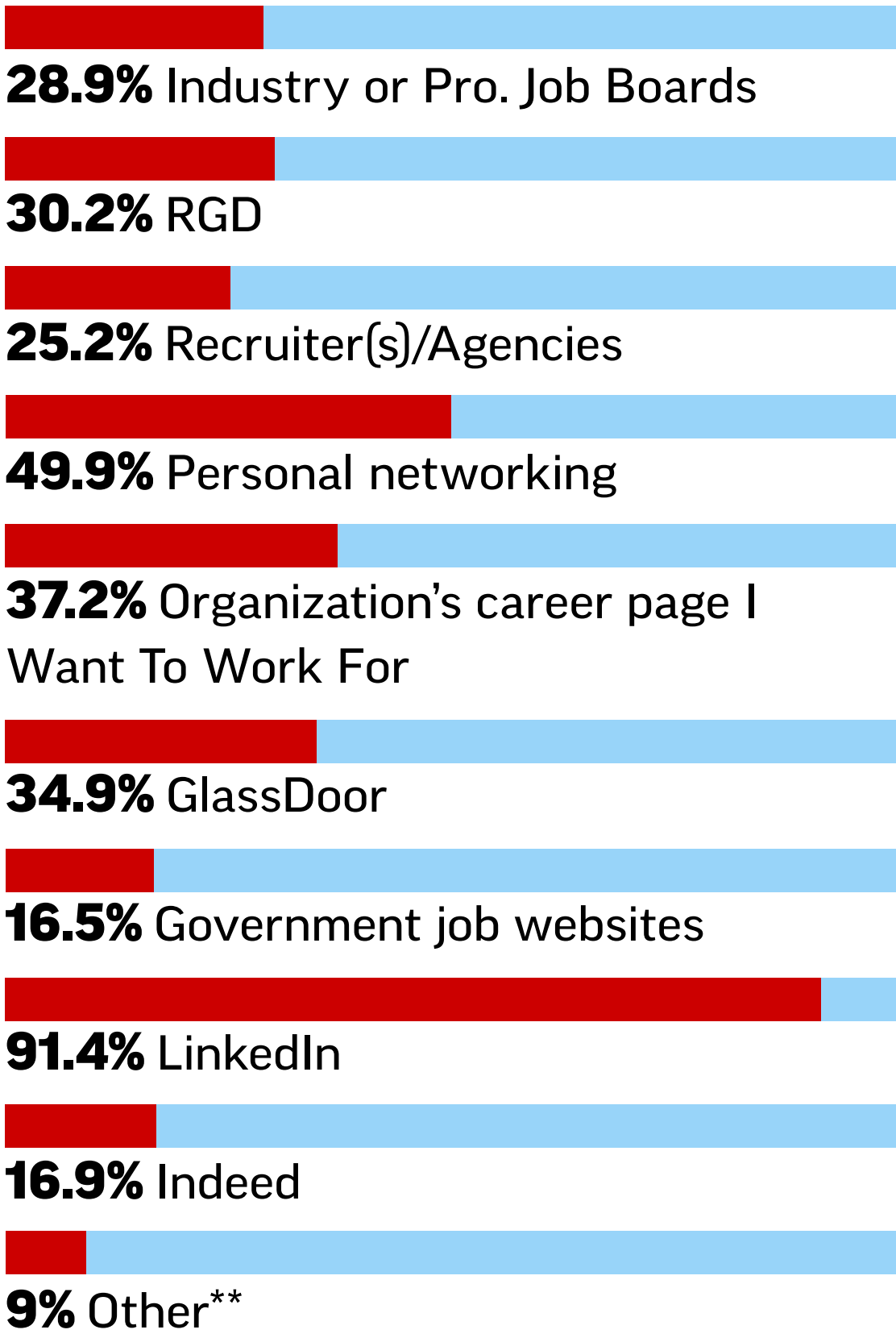
# REASONS FOR CHANGING EMPLOY. SITUATION

253 responses (In 2021-2022)



# SOURCES USED IN JOB SEARCHES

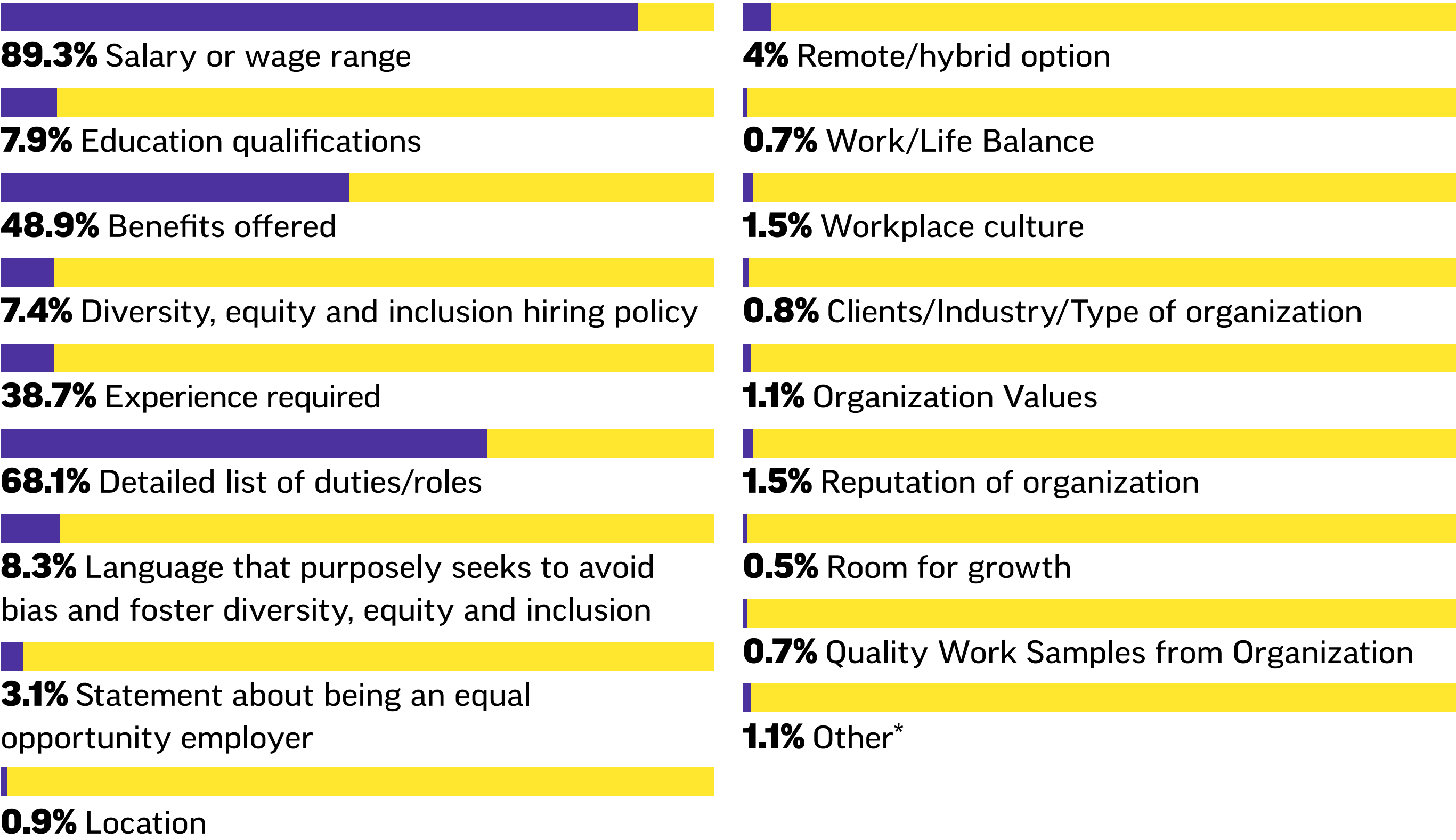
747 responses



\*Included underappreciated, burnout, better work life balance, better stability, potential for career growth, WFH perks, opportunity for remote work.  
\*\*Included: booom.co, Braintrust, Rosie, FreshGigs, GoodWork, Grenier aux emplois, infopresse jobs, Simply Hired, Alliance For Arts, Flexjobs, Isarta, Top employer lists, TalentEgg, Workopolis, Zip Recruiter, Angellist, CareerBuilder, Google, Jobillico, other social media channels.

# WHAT'S MOST IMPORTANT WHEN CONSIDERING A JOB POSTING

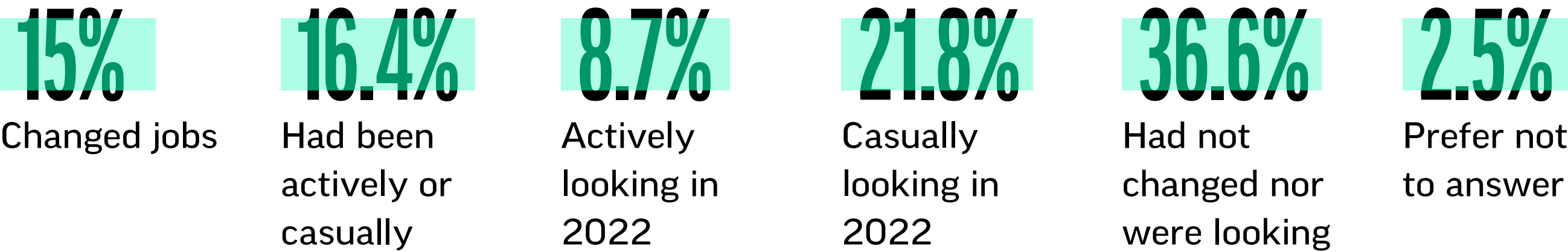
747 responses (Asked to select up to 3)



\*Included weekly work hour expectations, opportunity to transfer pension, company size, work culture, reporting structure.

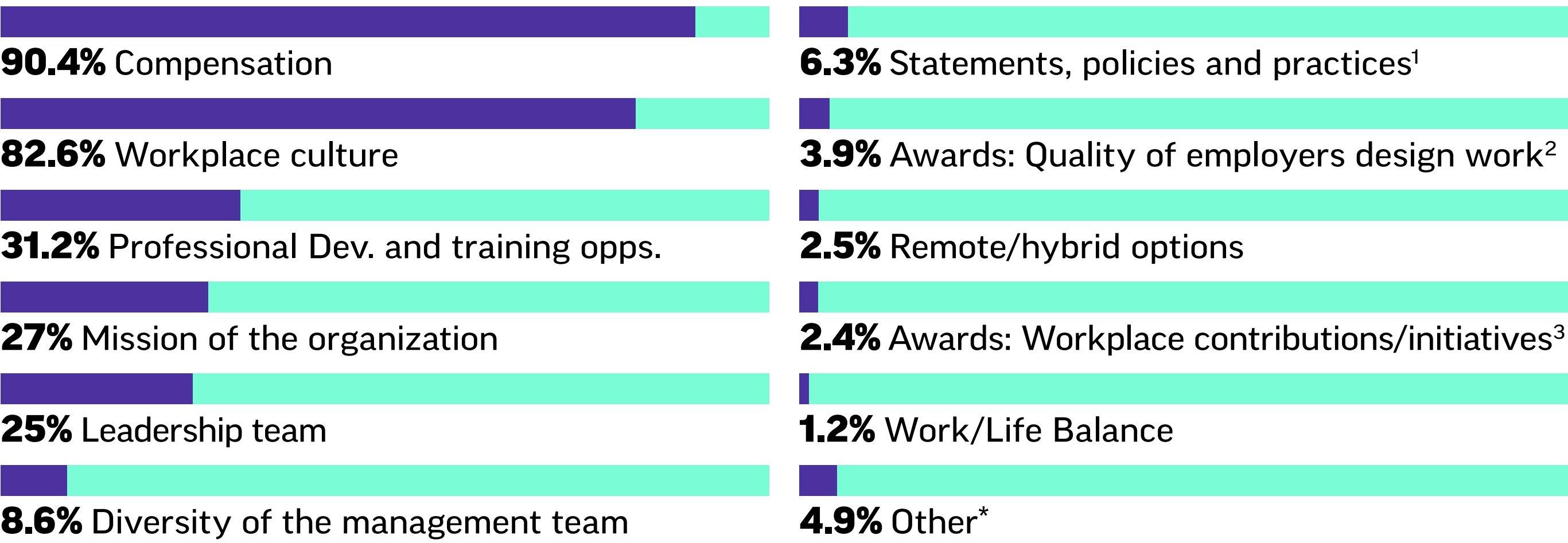
# JOB CHANGES FROM 2020-2022

2,247 responses



# WHAT'S MOST IMPORTANT WHEN ACCEPTING A POSITION

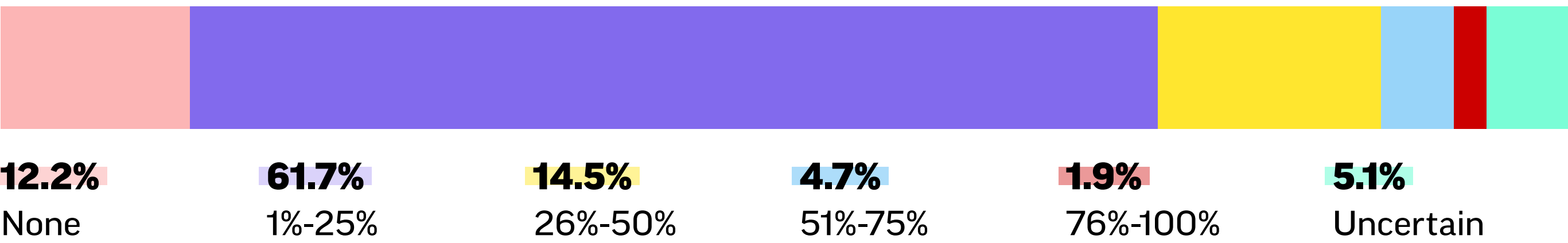
747 responses (Asked to select up to 3)

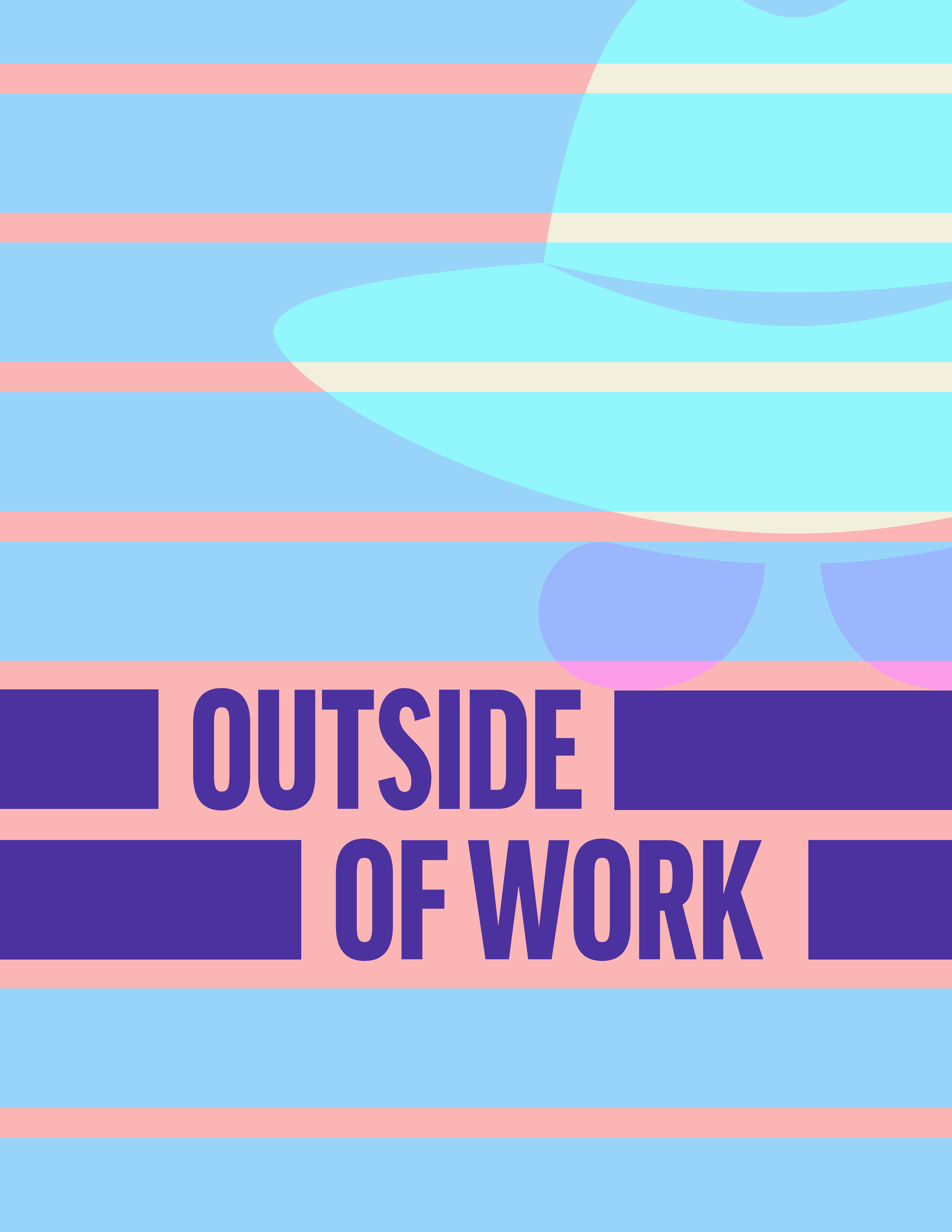


\*Included company/stability of the role, type/quality/integrity of the work, potential for job growth, benefits and sick leave policy, well-defined role with clear responsibilities. <sup>1</sup>Which reflect the employer's commitment to DEI. <sup>2</sup>Awards recognizing the quality of the design work by the employer. <sup>3</sup>Awards recognizing the contributions of the employer and initiatives in their workplace.

# PROPORTION OF JOB ADS WITH SALARY/WAGE DETAILS

747 responses (Estimated by respondents)





# OUTSIDE OF WORK



# OUTSIDE OF WORK

Almost half (49%) of respondents plan to develop their leadership skills in 2022, followed by 42% who plan to develop business skills and UX expertise (32%). To do this, 75% plan to use various forms of self-learning and online courses.

Followed by managing work-life balance (49%) and overcoming imposter syndrome (42%). 56% of respondents use time off or travel to manage these challenges. Support from family and friends (54%) is also common, along with utilizing professional counselling (29%).

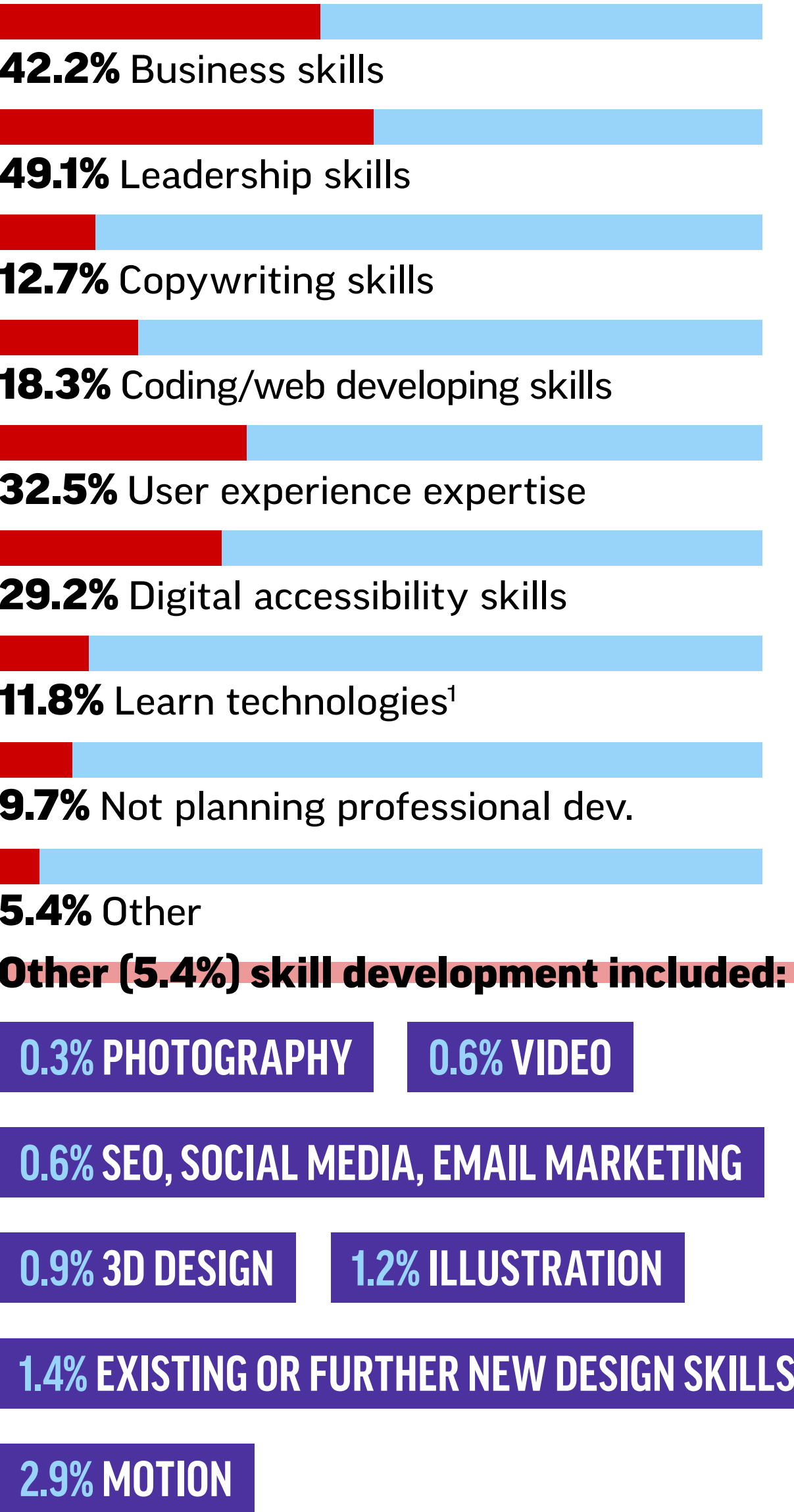
Managing stress poses the greatest work-related challenge to mental health to over half of respondents\*



60%\*

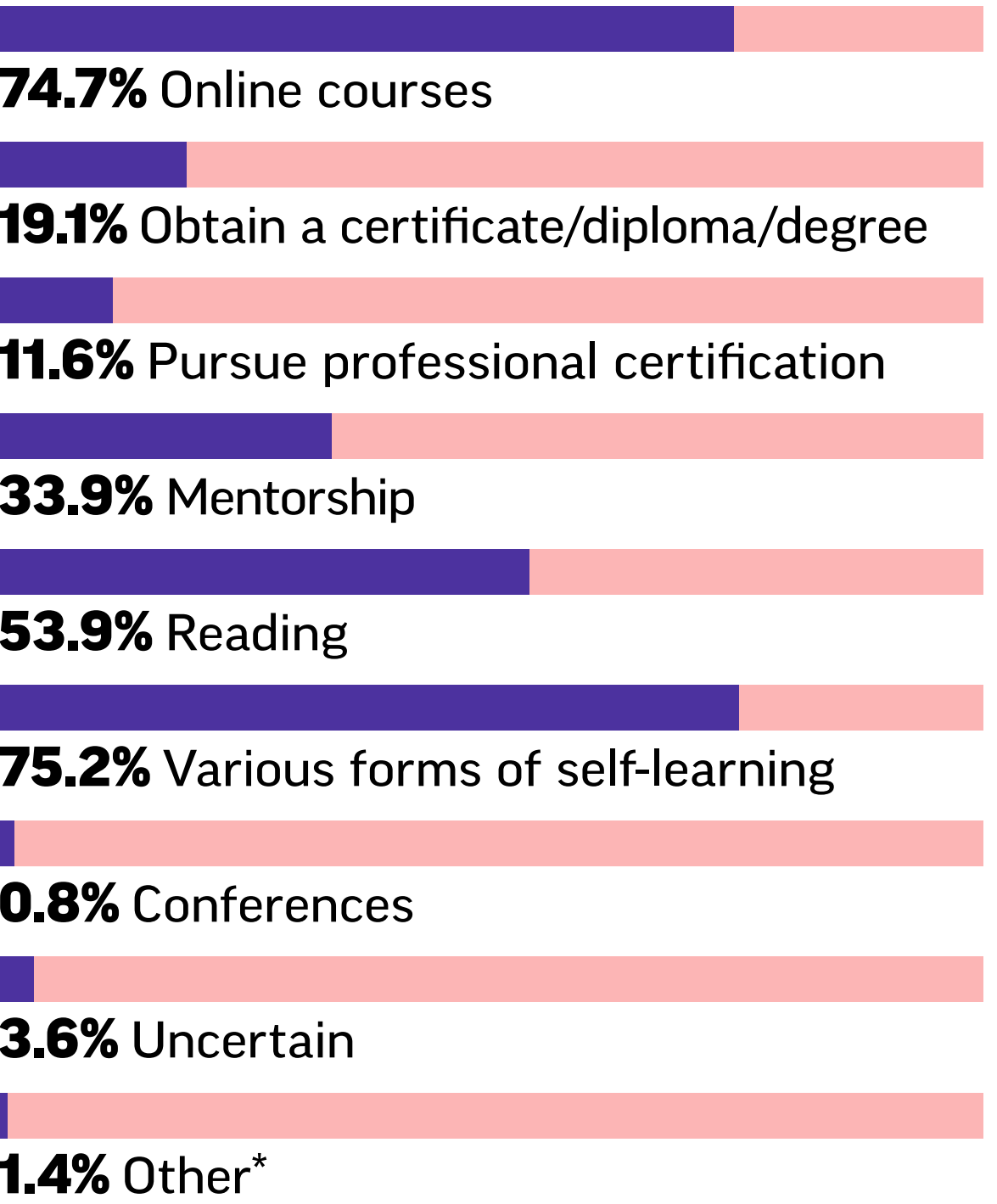
# PLANS TO FURTHER DEVELOP/LEARN SKILLS

1,610 responses (In 2022)



# RESOURCES TO FURTHER PROFESSIONAL DEV.

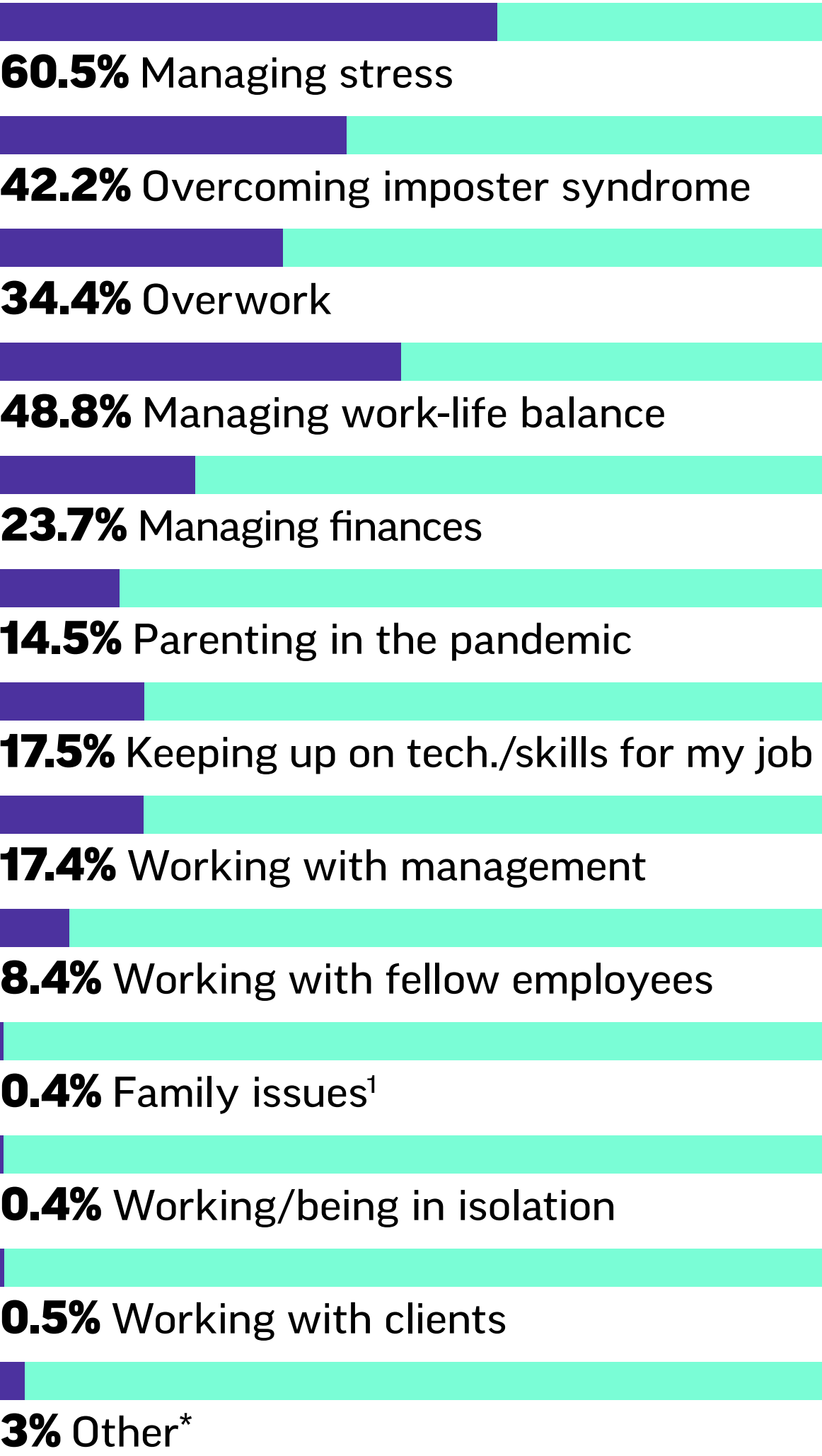
1,453 responses



\*Included in-house training, RGD webinars/conf., Youtube.

# GREATEST WORK-RELATED CHALLENGES TO MENTAL HEALTH

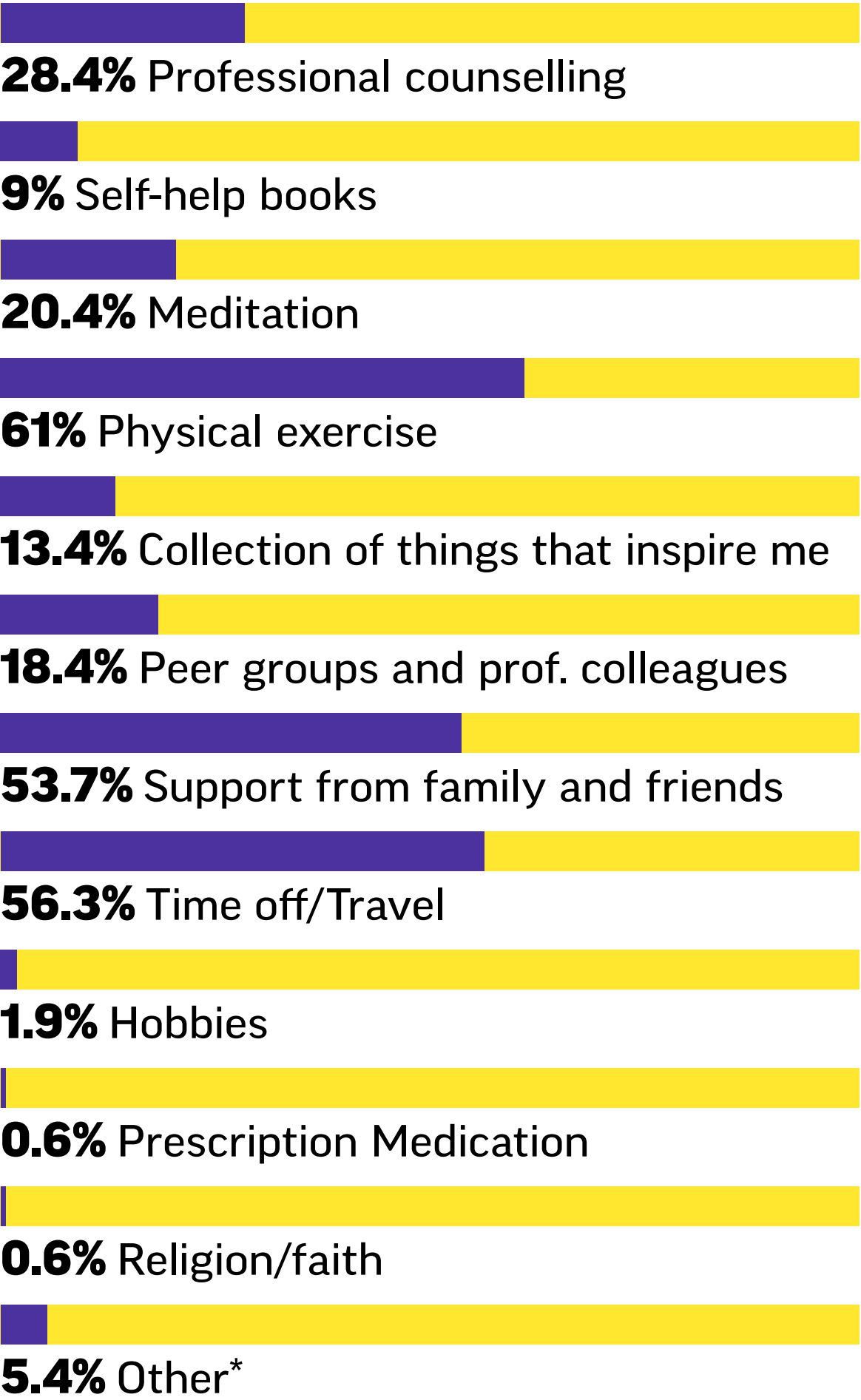
1,597 responses (Asked to select top 1-3)



<sup>1</sup>Including General parenting, aging parents, divorce.  
\*Included returning to in-office, managing staff, monotony, perfectionism, disrespect of design.

# MAIN REMEDIES TO OVERCOME MENTAL HEALTH CHALLENGES

1,600 responses (Asked to select top 1-3)



\*Meditation, art, personal creative projects, music, changing jobs.

# PERSONAL CREATIVE/SIDE PROJECTS

1,600 responses (Not paying freelance work)

YES

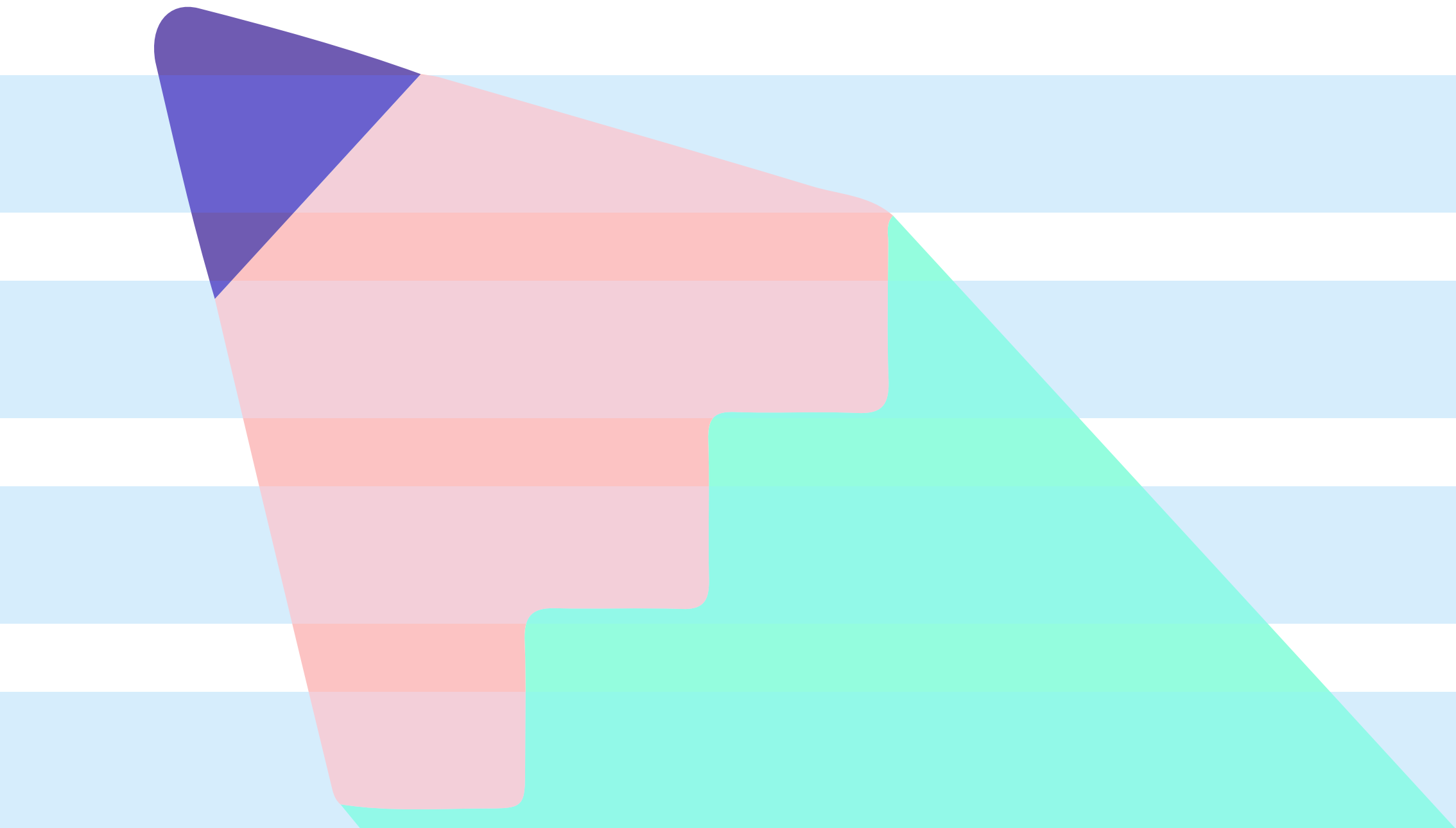
- 18.4% I do pro bono design work
- 17.8% I volunteer/contribute my time to my community
- 35.2% I do personal self-directed design projects
- 53.3% Yes, I do personal self-directed creative non-design projects (i.e. painting, craft)

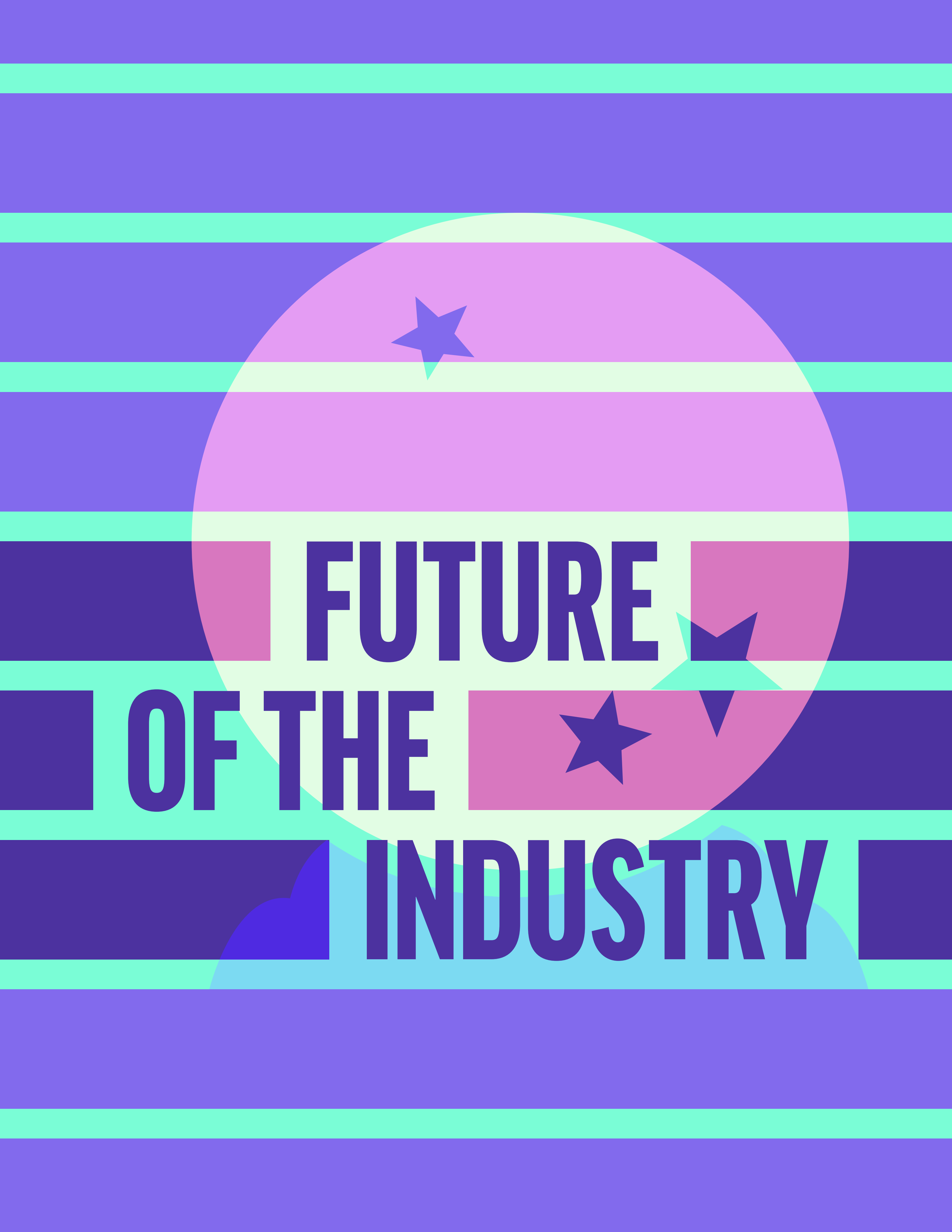
NO

23.4% I do not work on personal creative projects on the side (many explained that they were too burnt out and/or couldn't find the time)

?

0.7% Other (Included: take on projects when I want to learn a new skill or need a new portfolio piece, volunteer as a mentor/portfolio reviewer)





# **FUTURE OF THE INDUSTRY**

# FUTURE OF THE INDUSTRY

Hybrid work models appear to be the way forward for the majority in the industry. Almost three quarters (74%) of agency employees reported that they will be working in some form of a hybrid model (mandated, flexible or employees can choose) in 2022, along with 72% of in-house designers and 57% of business owners with teams.

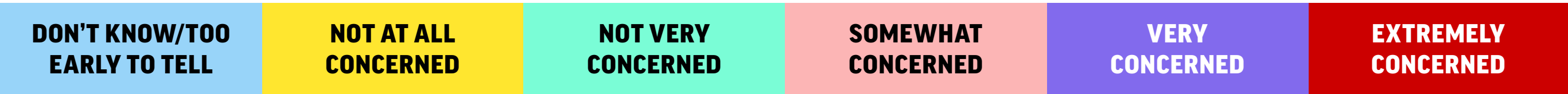
Out of all groups, business owners with teams have embraced fully remote work the most. 33% will continue to work in this capacity, compared to 17% of agency employees and 11% of in-house designers.

When it comes to their employers' plans for work in 2022, 60% of agency employees are excited, along with

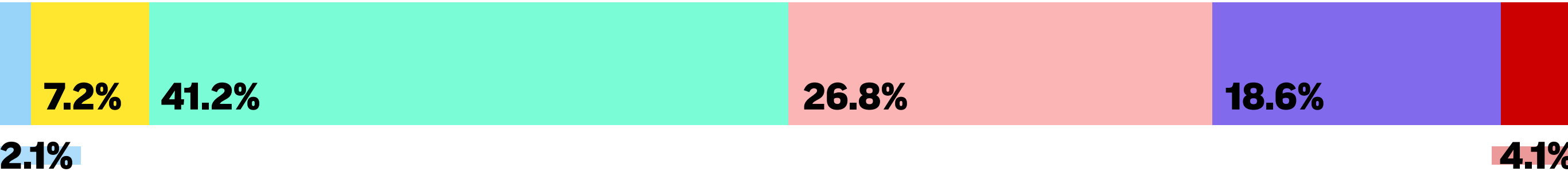
46% of in-house designers. More in-house designers (19%) are anxious or unhappy about their employers' plans than agency employees (12%).

Looking at the next five years, solo business owners (56%) and educators (46%) are most apt to stay where they are.

# CONCERNS ABOUT THE LONG-TERM SUSTAINABILITY OF BUSINESSES



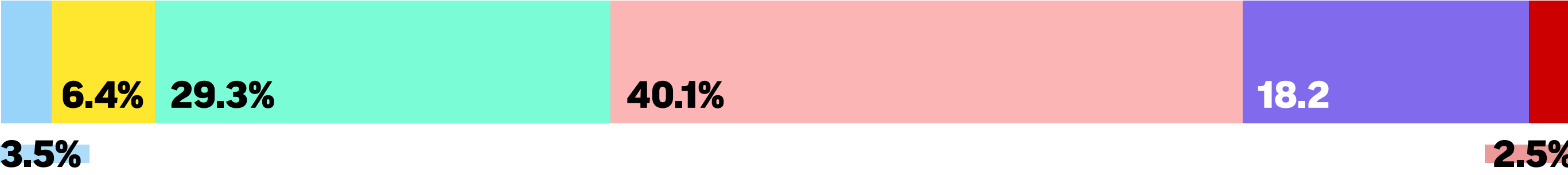
BUSINESS OWNERS' (98 responses)



IN-HOUSE RESPONDENT (1,389 responses)

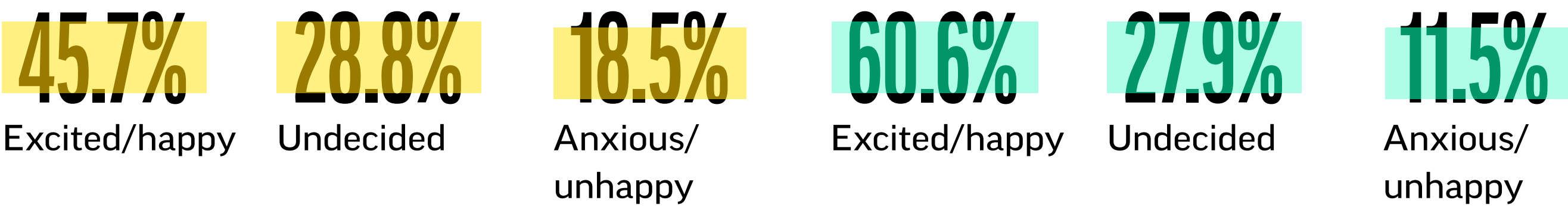


AGENCY EMPLOYEE (748 responses)



# ATTITUDES TO EMPLOYER PLANS FOR WORKING IN 2022

IN-HOUSE CREATIVES (1,304 RESP.)	AGENCY EMPLOYEES (748 RESP.)
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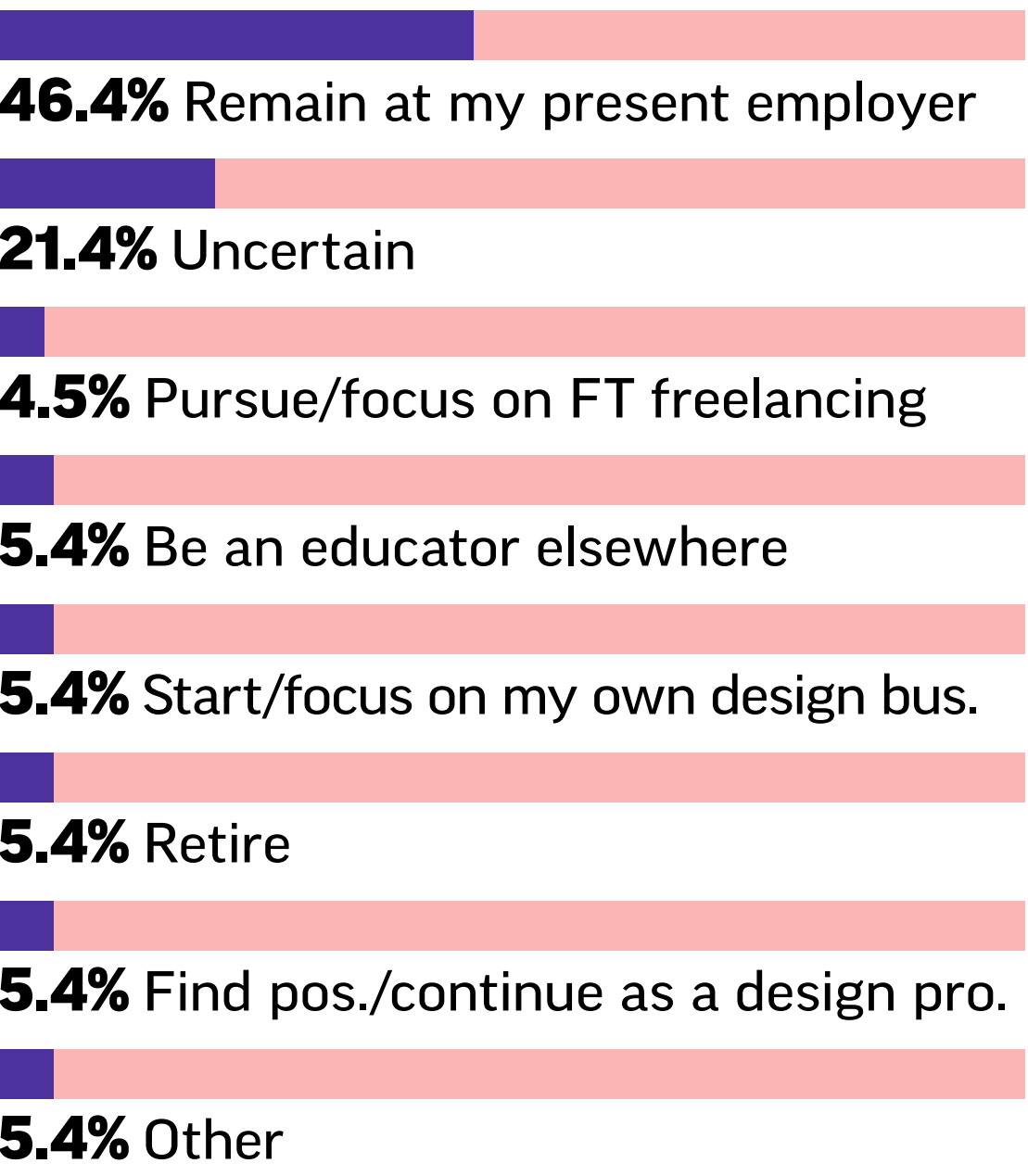
# PLANS FOR WORKING IN 2022

AGENCY EMPLOYERS (748 RESP.)	IN-HOUSE EMPLOYERS (1,332 RESP.)	BUSINESS OWNERS (98 RESP.)	
CONTINUING TO BE ALL REMOTE	16.6%	10.7%	32.7%
MOVING TO ALL IN-OFFICE	6%	9.2%	6.1%
MANDATED HYBRID <sup>1</sup>	15.4%	19.7%	10.2%
FLEXIBLE HYBRID <sup>2</sup>	31.9%	32.6%	26.5%
CHOICE TO BE ALL REMOTE OR HYBRID	27.1%	18.8%	20.4%
OTHER*	2.9%	8.9%	4.1%

\*Includes offering full-time, optional co-working space, moving to a 4-day work week.  
<sup>1</sup>Specific days in-office, specific days remote.  
<sup>2</sup>Employees can choose which days they are in-office or remote.

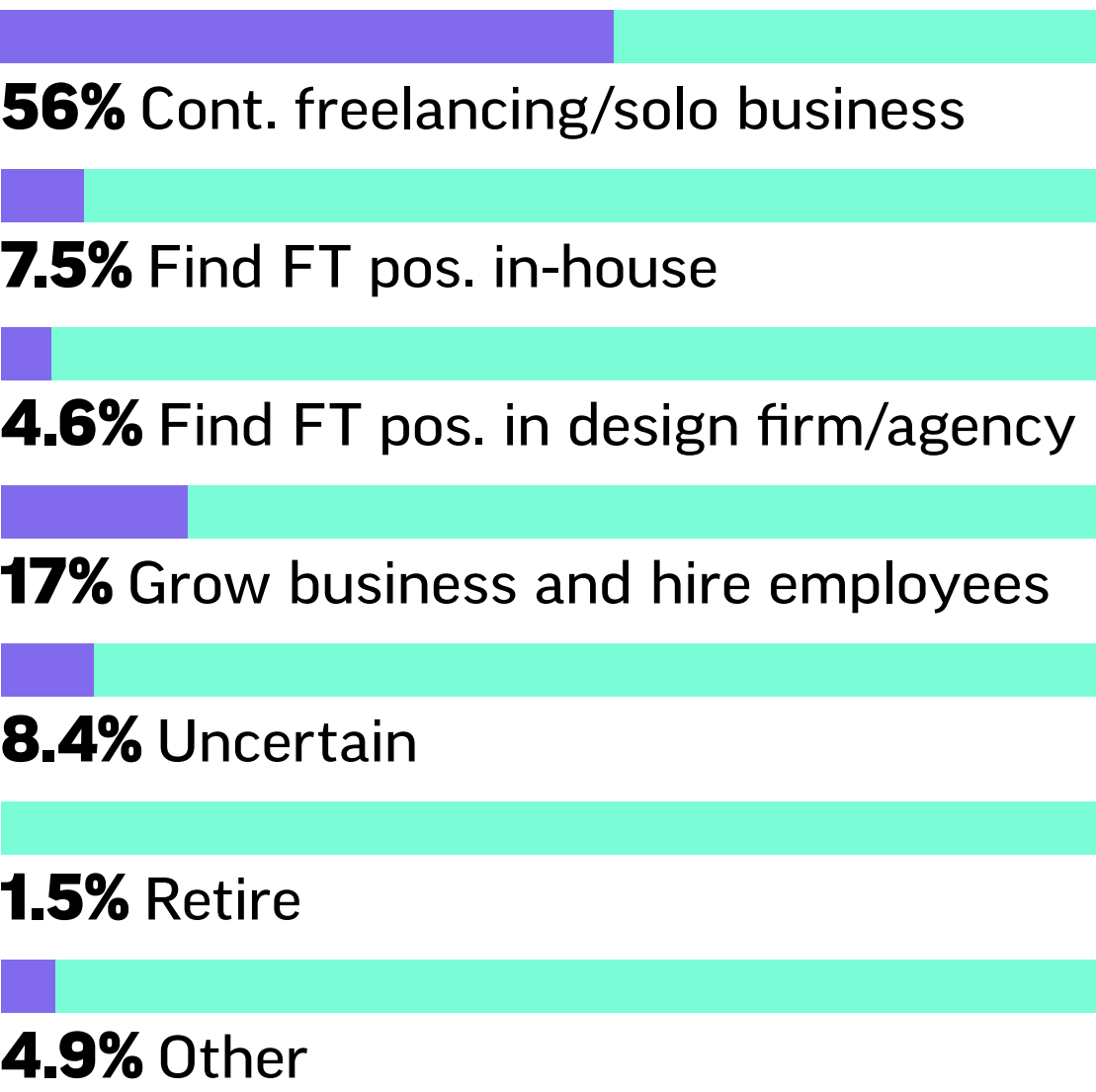
## CAREER PLANS FOR EDUCATORS'

112 responses (Over the next 5 years)



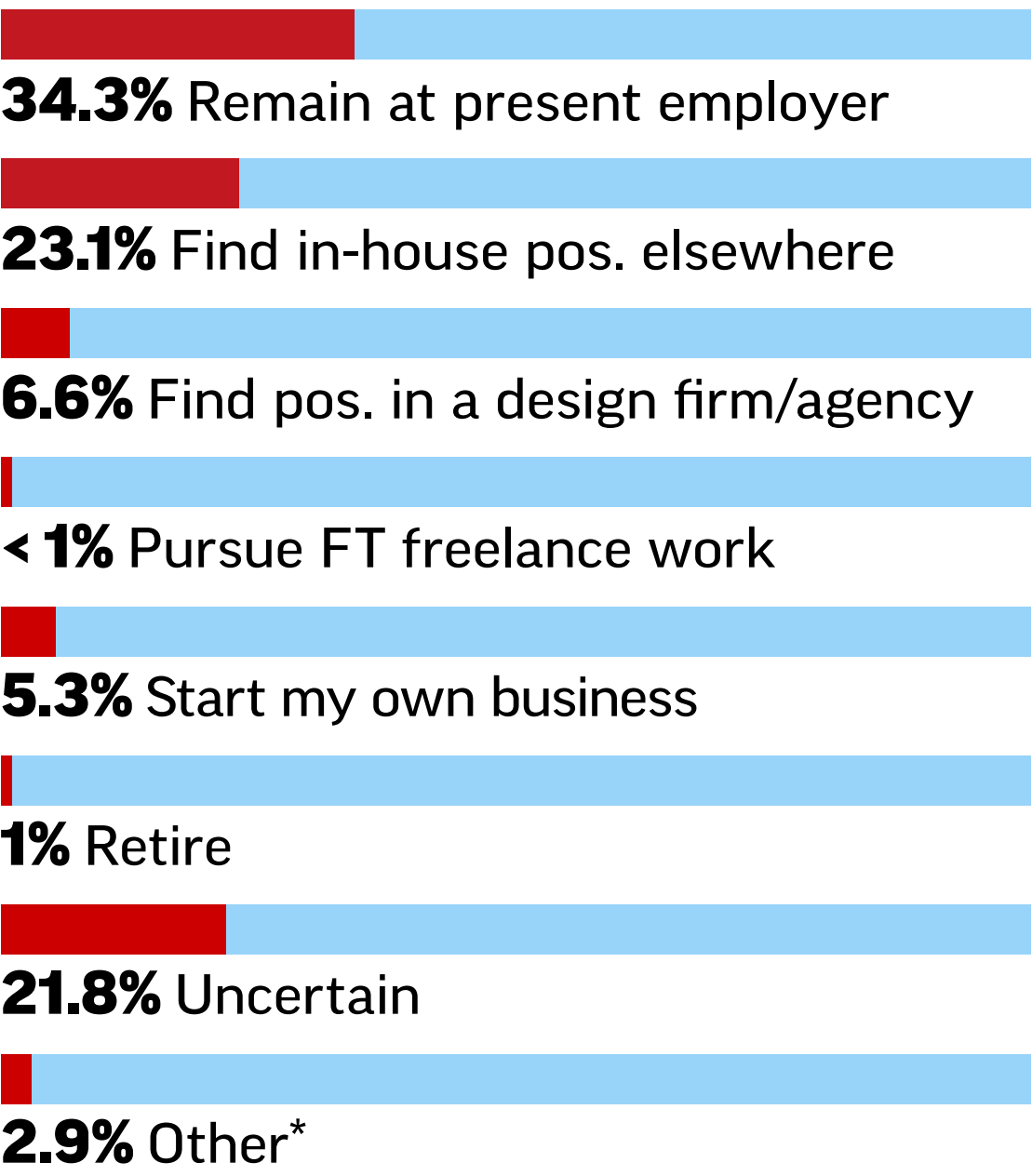
## CAREER PLANS FOR SOLO BUS. OWNERS

452 responses (Over the next 5 years)



# CAREER PLANS FOR IN-HOUSE CREATIVES

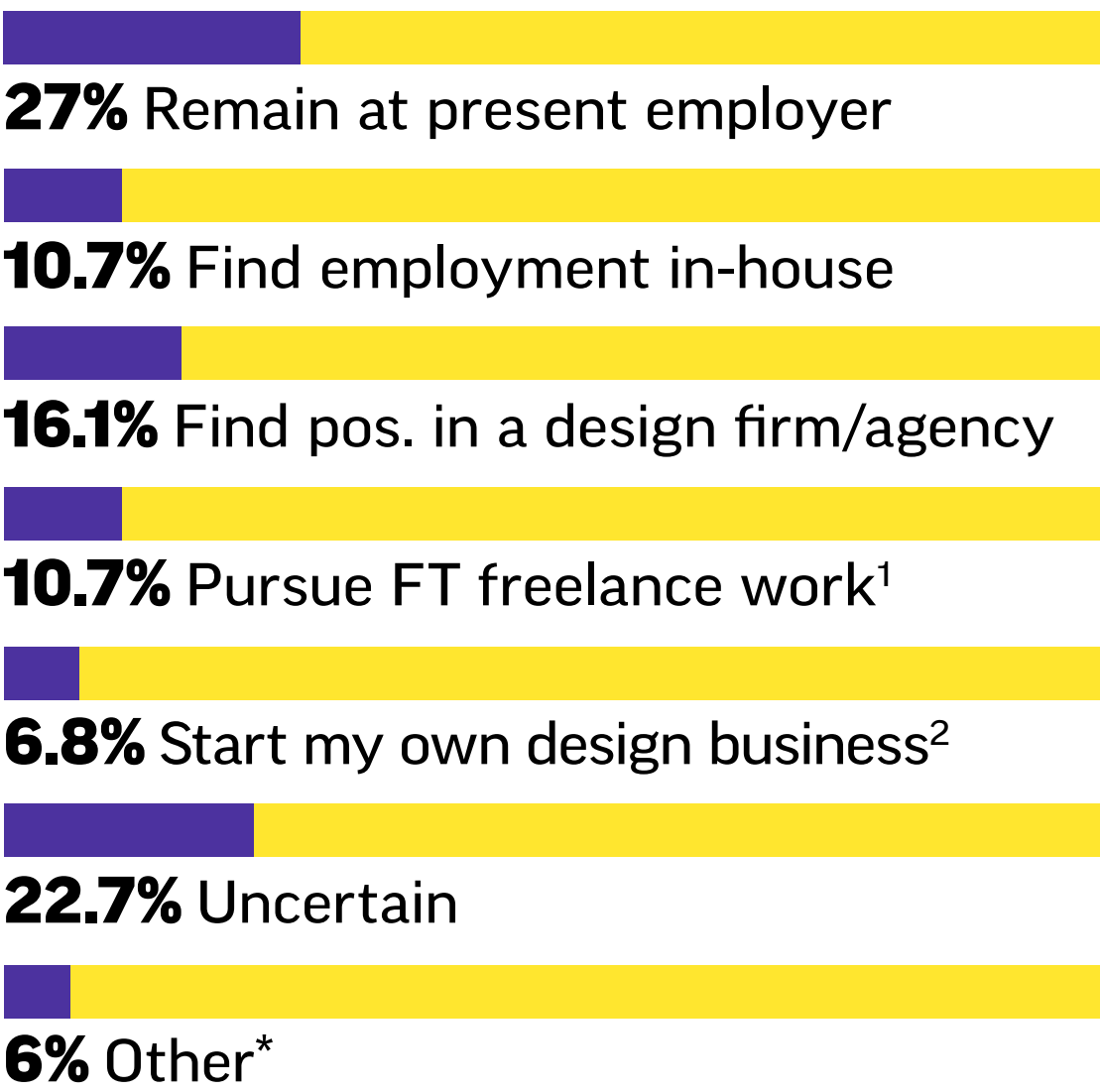
1,388 responses (Over the next 5 years)



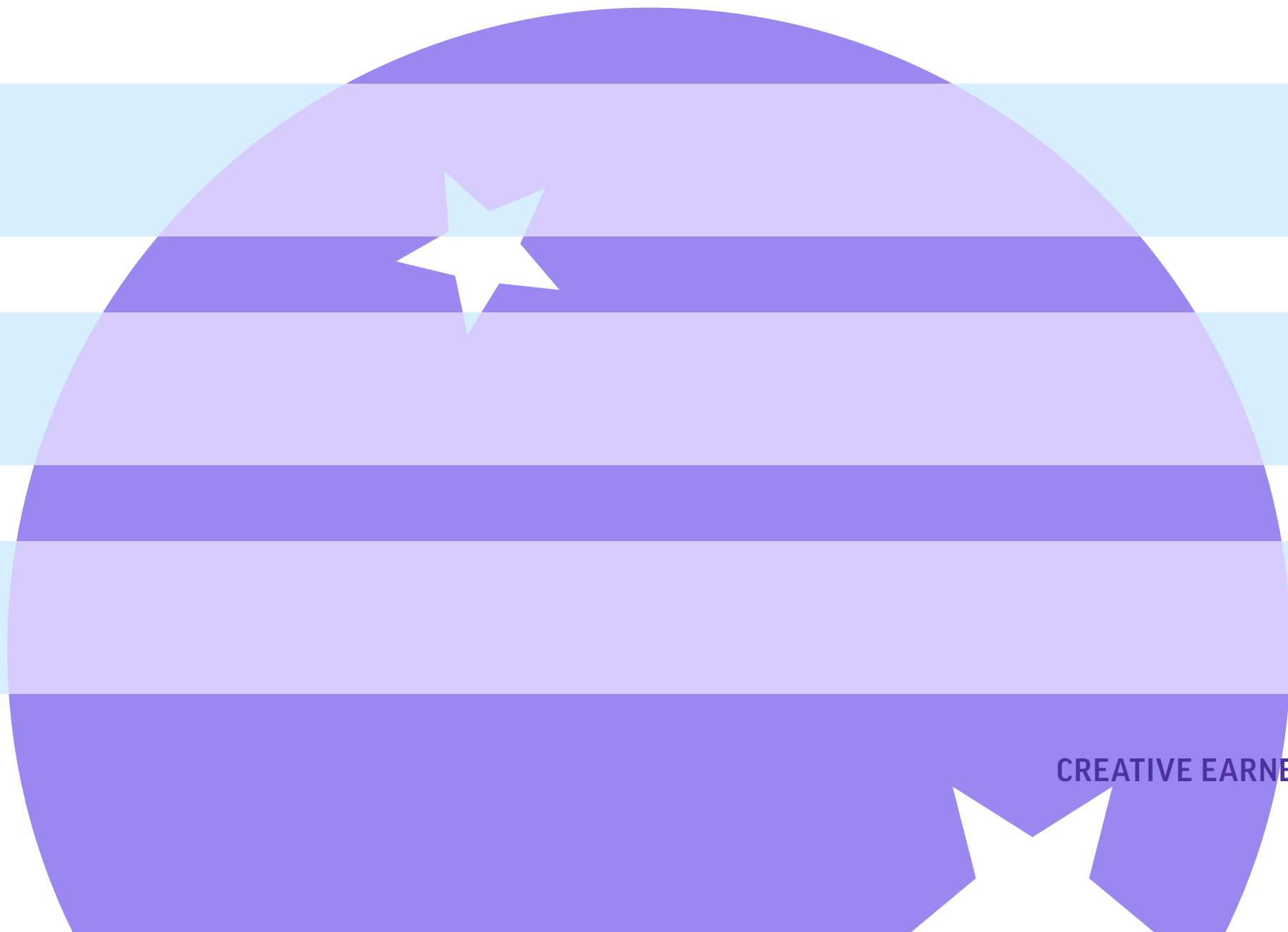
\*Other responses included going back to school, finding employment to work remotely, move to a UI or UX role.

# CAREER PLANS FOR AGENCY CREATIVES

748 responses (Over the next 5 years)



\*Other included become a full-time design educator, find employment that paid more, retire, go back to school, leave the industry entirely. ¹Working for agencies, in-house, clients, etc. ²With the goal of working directly for clients.





# JOB DESCRIPTIONS

# JOB DESCRIPTIONS

## ACCOUNT MANAGER/DIRECTOR

An account manager/director is responsible for achieving the client's strategic brand objectives and supporting the development of marketing plans through the planning, coordination and implementation of marketing programs on behalf of client-side customers. Account managers ensure campaigns are implemented on time and within budget. An account supervisor provides expertise on program strategy and oversees program execution. Account directors often have new business development responsibilities as well.

## BRAND/CONTENT STRATEGIST

A brand or content strategist provides business and marketing strategy to ensure the creation of consistent, powerful brand messages and experiences relevant to a client's target audience(s). Responsibilities include developing positioning recommendations, defining brand personality and guiding market research and analysis.

## BUSINESS OWNER/FREELANCER

The owner, partner or principal of a business holds an equity position AND has major business responsibility for a business with employees. A freelancer is a self-employed design professional with no employees who works directly for client companies.

## COMMUNICATIONS MANAGER OR DIRECTOR

A communications manager or director develops and manages the marketing and/or communications strategy, planning and execution for a company, product or service, integrating activities with product or service managers and guiding the research and analysis of market data. A marketing manager may also be responsible for advertising, promotions, events, communications and social media, as well as integration with public relations.

## COMMUNITY OR SOCIAL MEDIA MANAGER

A community or social media manager is responsible for the social media position of a brand, from passive monitoring to direct customer interaction. Strategy, planning, communication and analysis are the primary areas of activity. A community manager is embedded in social media communities and is an expert with the various tools and interfaces. They must have exceptional communication, writing and judgment skills, and are responsible for driving consumer engagement within the various online social networks.

### CONTENT EDITOR OR MANAGER

A content editor/manager works to ensure the creation of content that supports meaningful, interactive, online experiences. Responsibilities cover every aspect of content, including design, development, analysis, presentation, measurement, evaluation, production, management and governance. Work may include gathering information to enhance the value of the site, working with marketing and graphic designers to ensure consistency and gathering user feedback for website improvement and enhancements.

### COPYWRITER OR EDITOR

A copywriter writes, edits and proofs promotional or publicity copy for print or electronic publications. At higher levels, copywriters are often responsible for strategic and conceptual development of messages and stories.

### CREATIVE/DESIGN DIRECTOR

A creative director or design director is the creative head of a design firm, advertising agency or in-house design department. In all of these areas, key responsibilities can include the development of graphic design, advertising, communication and industrial design.

### DESIGN / CREATIVE SERVICES MANAGER

A design or creative services manager manages the creative staff, evaluates its work and ensures that projects meet the requirements of their design brief, are completed on time and within budget. A design manager may work in a corporation and manage the selection and hiring of external creative firms and oversee any projects affiliated with their services.

### DESIGN EDUCATOR

Design educators transmit their skills and knowledge to students in post-secondary design programs. They implement effective educational strategies through course and curriculum development, assessment methods, course management and act as a liaison with industry.

### FRONT-END DEVELOPER

A front-end developer develops web, mobile and applications with a focus on HTML5, CSS and JavaScript. Able to integrate with back-end systems, APIs and SDKs to create rich, data-driven behaviours.



## GRAPHIC DESIGNER

A graphic designer is responsible for the design of graphic applications such as collateral material, environmental graphics, books and magazines, corporate identity and branding, film titling and websites, from concept to completion.

## INTERMEDIATE GRAPHIC DESIGNER

An intermediate graphic designer is responsible for the design of graphic applications such as collateral material, environmental graphics, books and magazines, corporate identity and branding, film titling and websites, from concept to completion.

## PRODUCTION MANAGER

A production manager is responsible for managing the process (bids, scheduling, production and delivery) of producing design projects, from concept through production, including photography, separations, press work as well as digital production.

## PROJECT COORDINATOR OR MANAGER

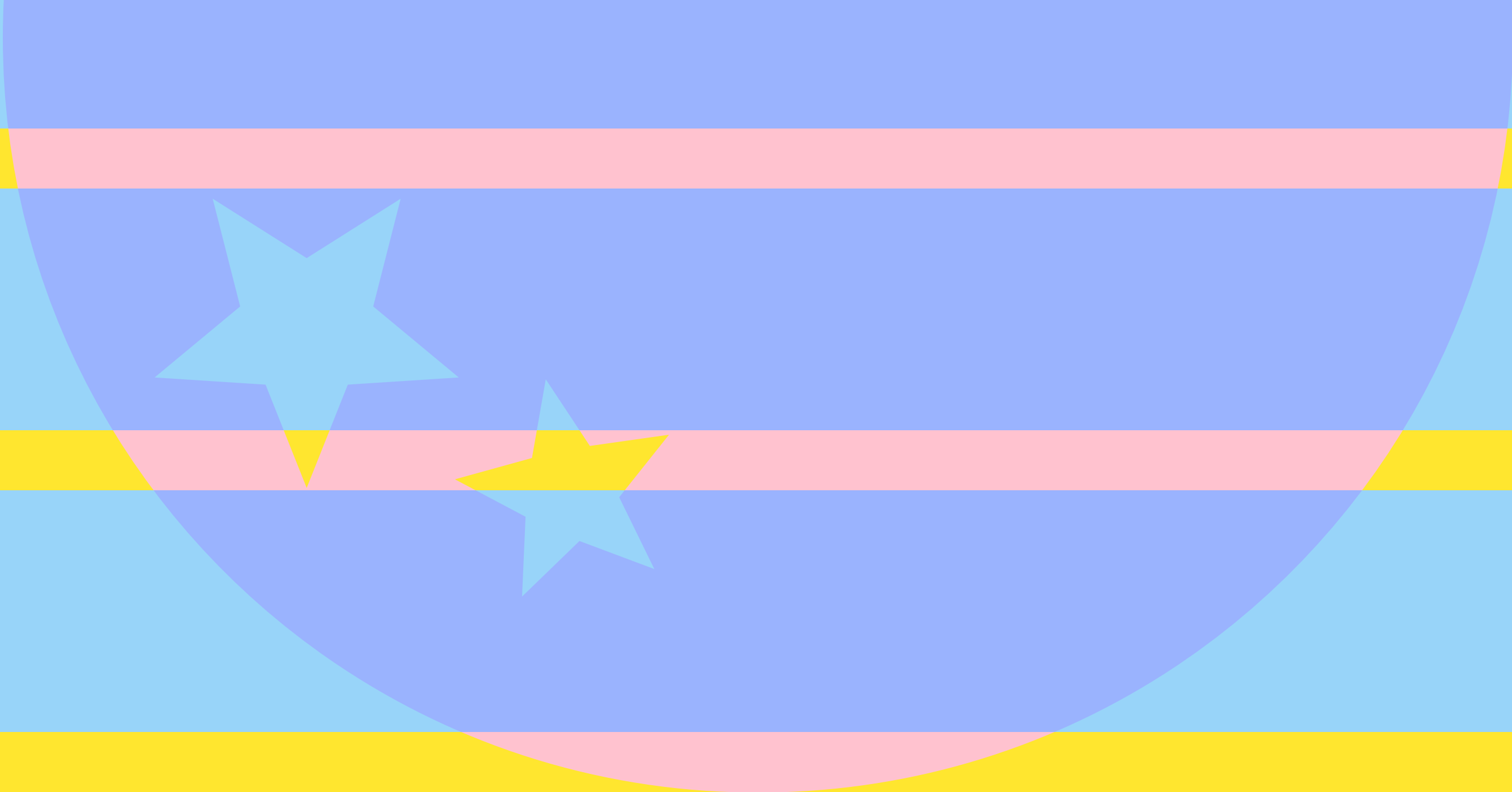
A project manager is responsible for coordinating or managing the process (bids, scheduling production and delivery) of producing design projects, from concept through production, including photography, separations, press work as well as digital production.

## SENIOR GRAPHIC DESIGNER

The senior graphic designer is responsible for the design of solutions from concept to completion. In some firms, a senior designer directs the work of one or more junior designers, who generate comps and create layouts and final art. In some cases, senior designers do not manage staff, but are designated “senior” because of their authority in design decision-making.

## USER EXPERIENCE/USER INTERFACE DESIGNER

A user experience or user interface designer is responsible for designing websites and applications that support user-centred design principles. They understand best practices in interface development to support how users behave. Working in tandem with UX/UI developers, the designer requires insight into information architecture, interaction and interface design, and the design process.



**ORGANIZERS**

**AND SPONSORS**



# ORGANIZERS

## RGD

Through RGD, Canadian designers exchange ideas, educate and inspire, set professional standards and build a strong, supportive community dedicated to advocating for the value of design. RGD was created by government legislation to grant designers, design educators and design managers who qualify the right to use the designation 'RGD'. Representing over 3,400 Members, RGD advocates on behalf of the profession, communicating the contribution of graphic designers to commerce, culture and society. [www.rgd.ca](http://www.rgd.ca)



Design Professionals of **Canada**

The Design Professionals of Canada (DesCan) is committed to leading, supporting and advancing professional design communications in Canada. We are a nationwide, membership-based community and have been establishing standards for design professionals since 1956. Community by Design. [www.descan.ca](http://www.descan.ca)

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VALUE



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