



APG Canada **Salary Survey 2021**

In partnership with Stone-Olafson

**Stone —
Olafson**

Overview

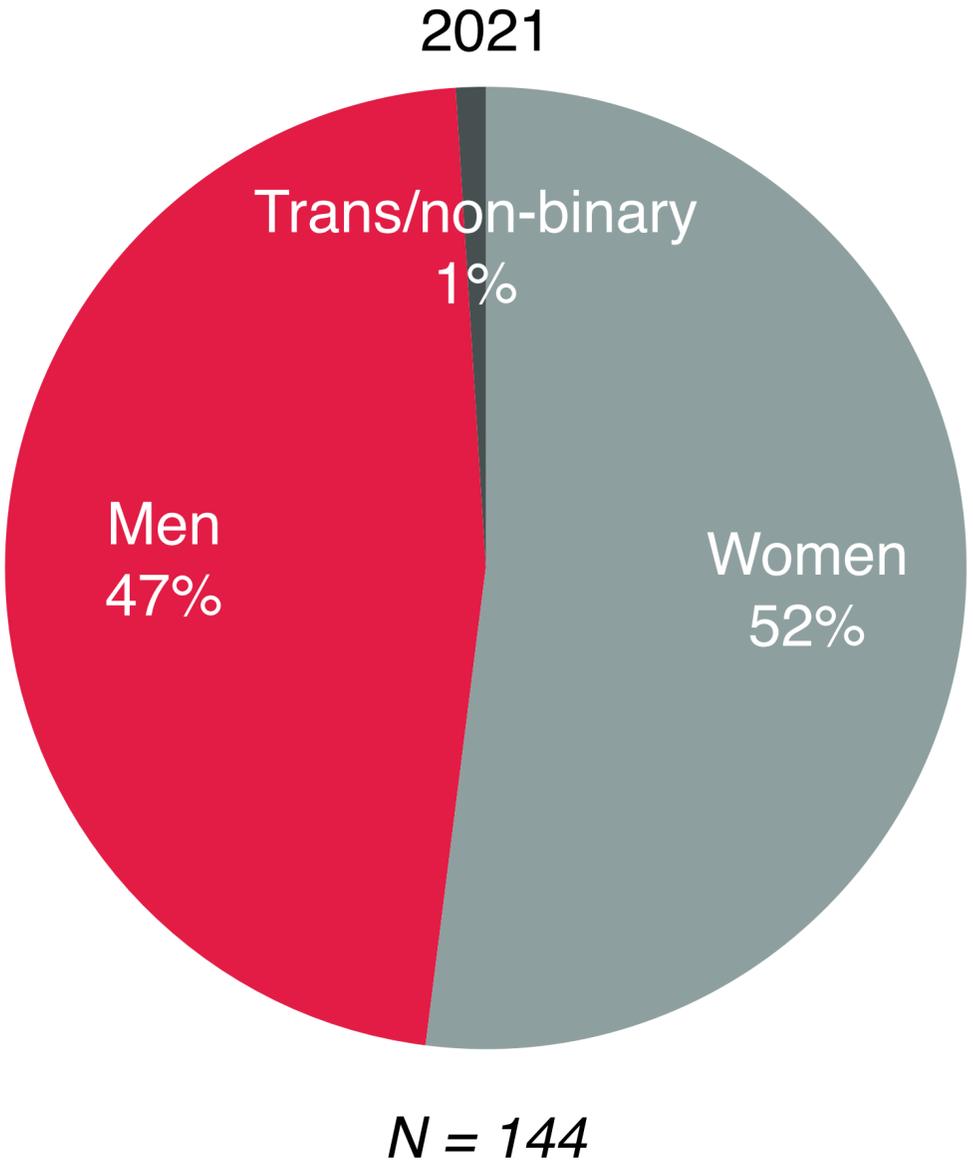
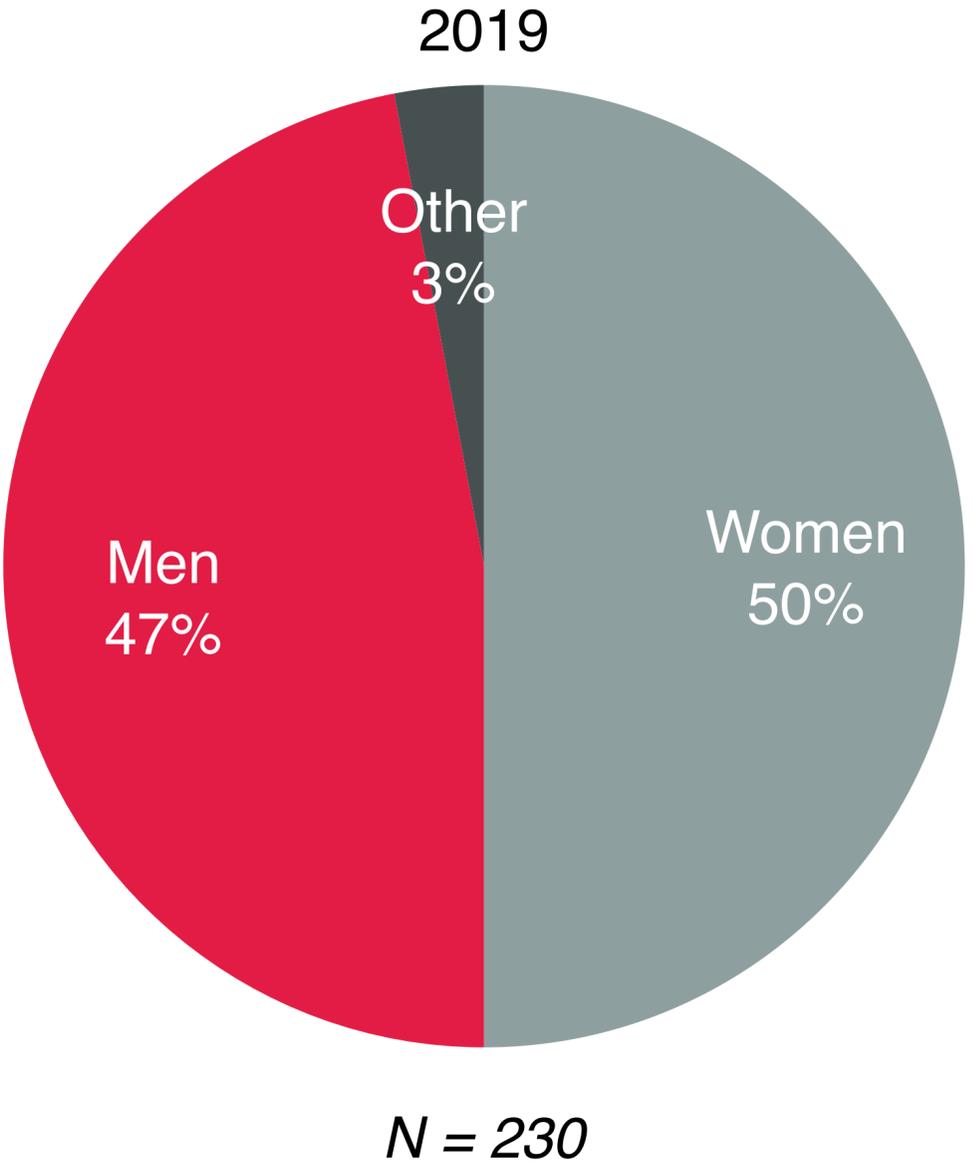
Study Overview

- **We had fewer respondents (144) than the first time we ran the study in 2019 (230).**
- **Unfortunately, this means that some of the sub-samples that were analysed in 2019 are too small to allow robust analysis and comparison this time around.**
- **In terms of gender, age, levels of role and ratio of those employed to freelancers, the profile of our sample was essentially unchanged.**
- **There were, however, increases in the proportion of visible minorities, those with more planning experience, those working in the largest teams and – likely connected – those working in larger agencies.**

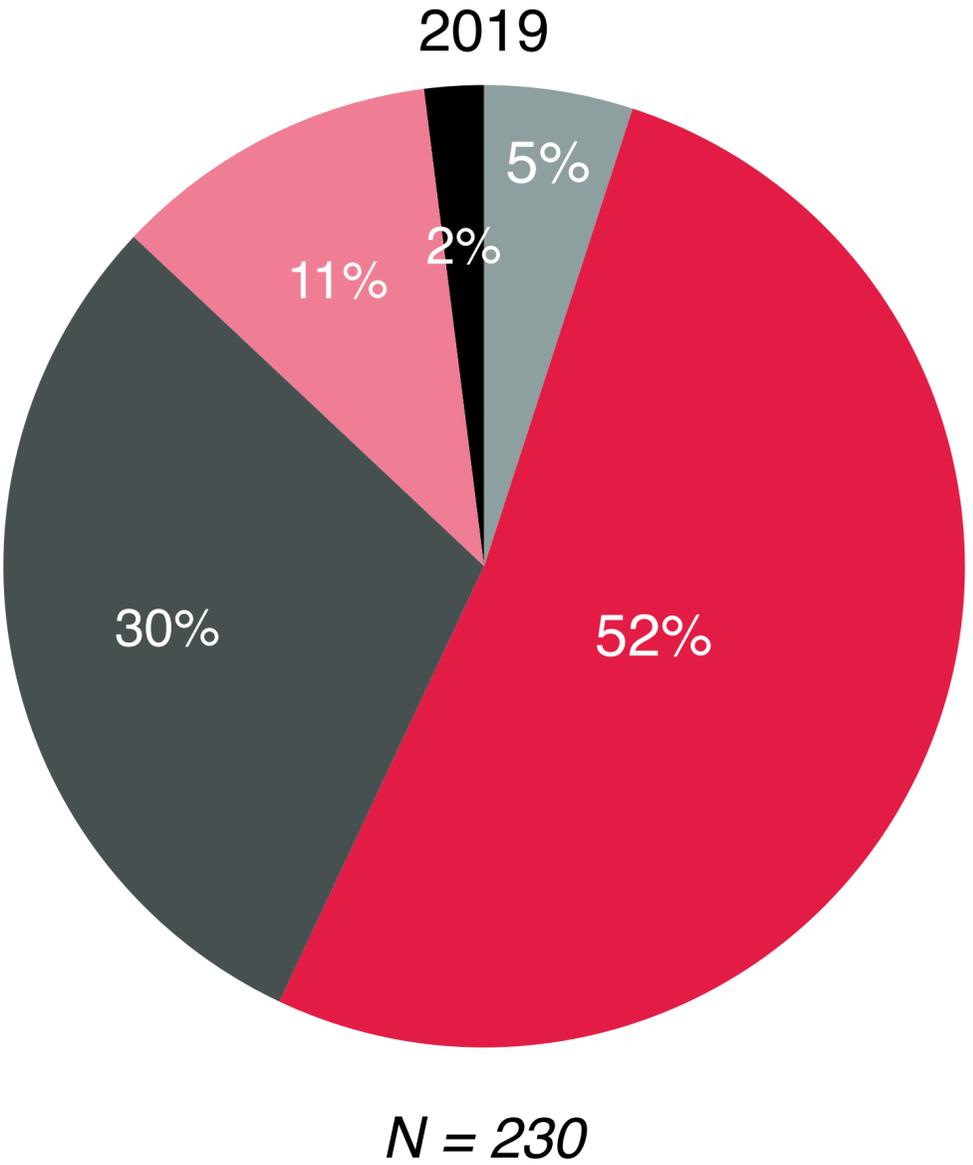


What was the same?

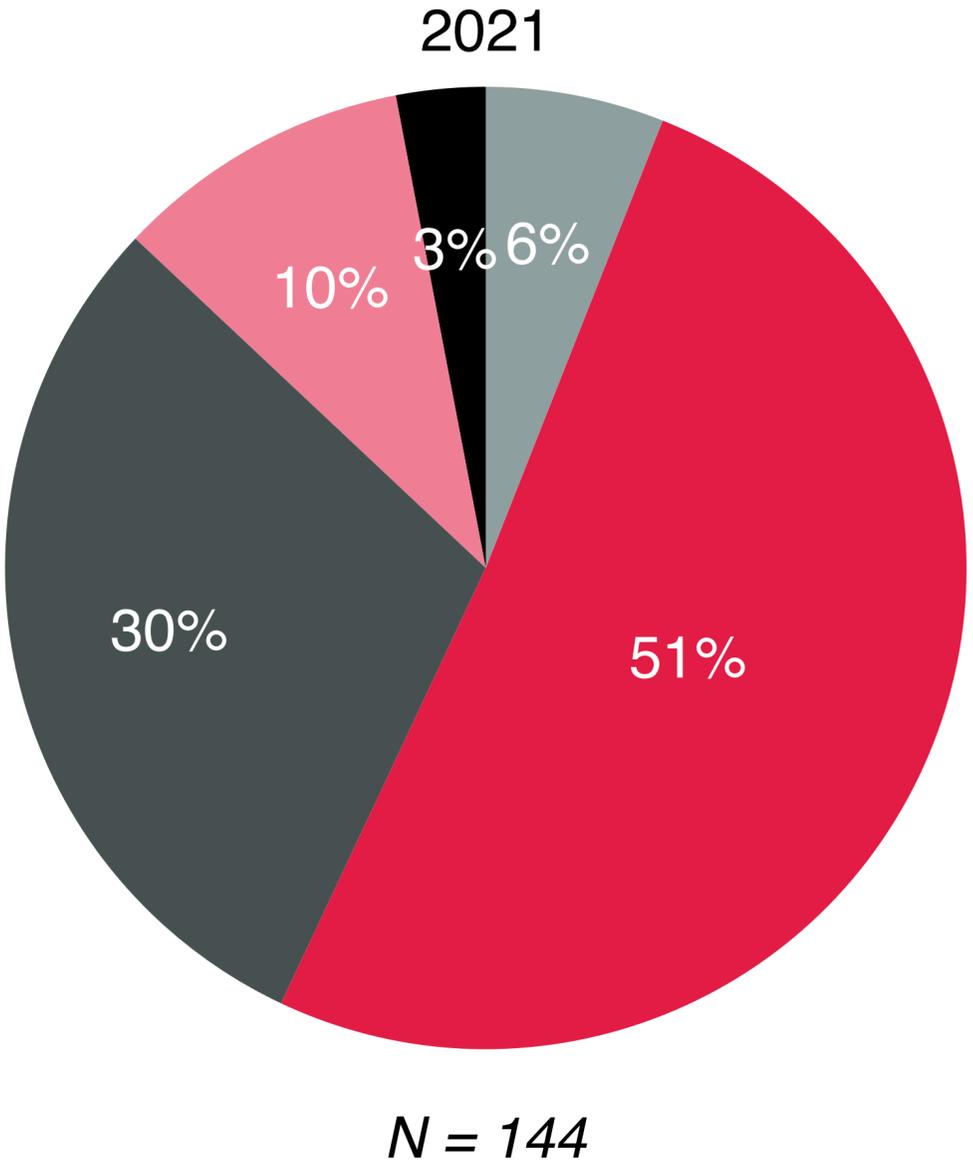
Gender profile of our respondents



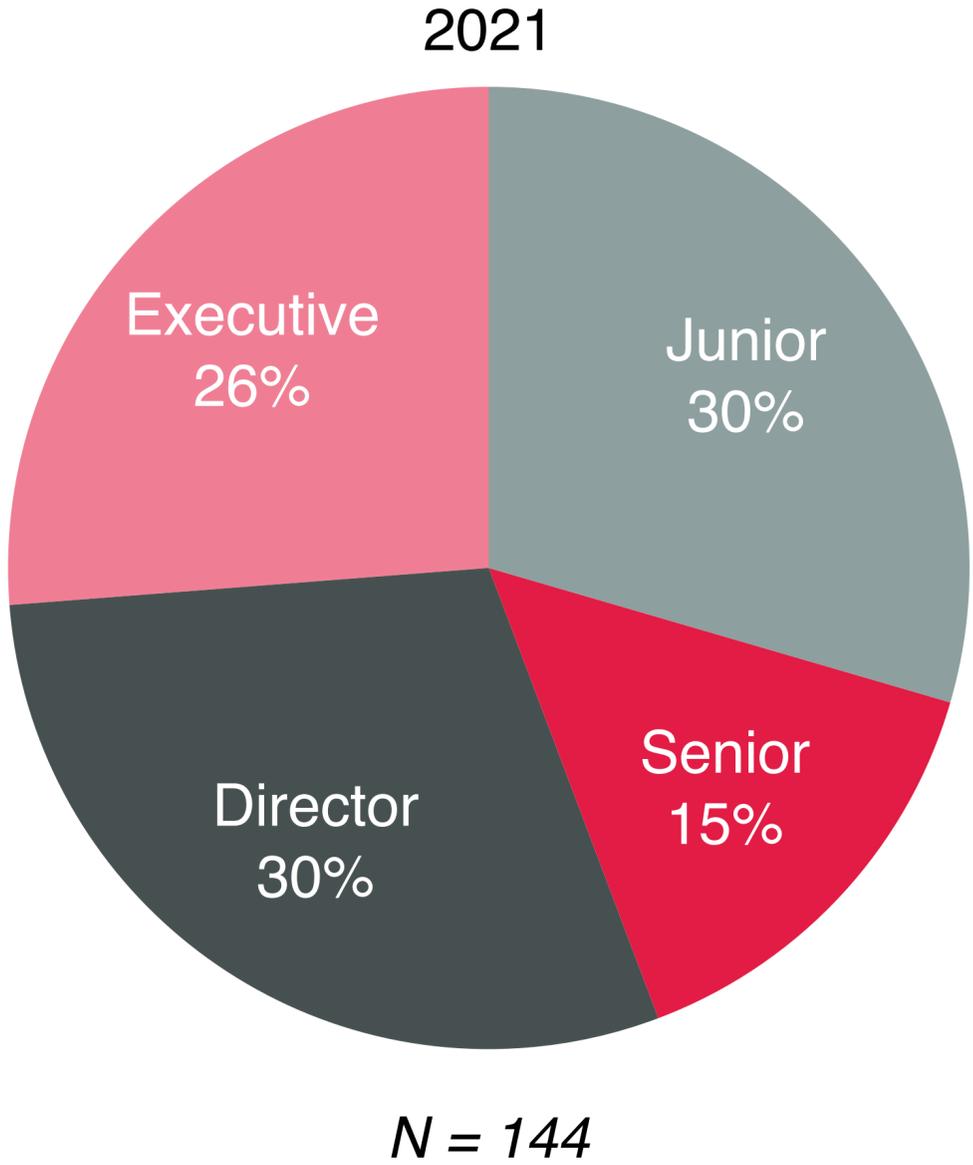
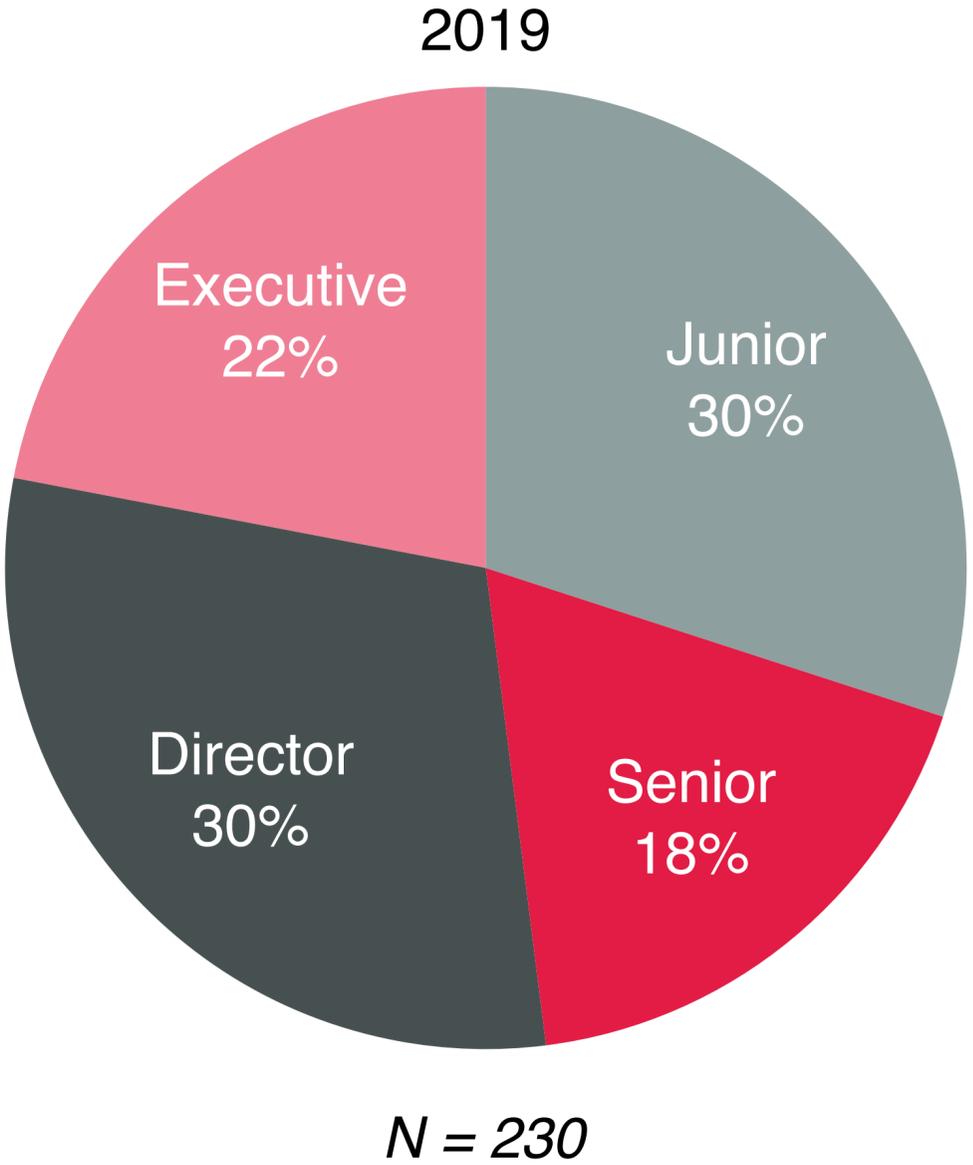
And the age profile



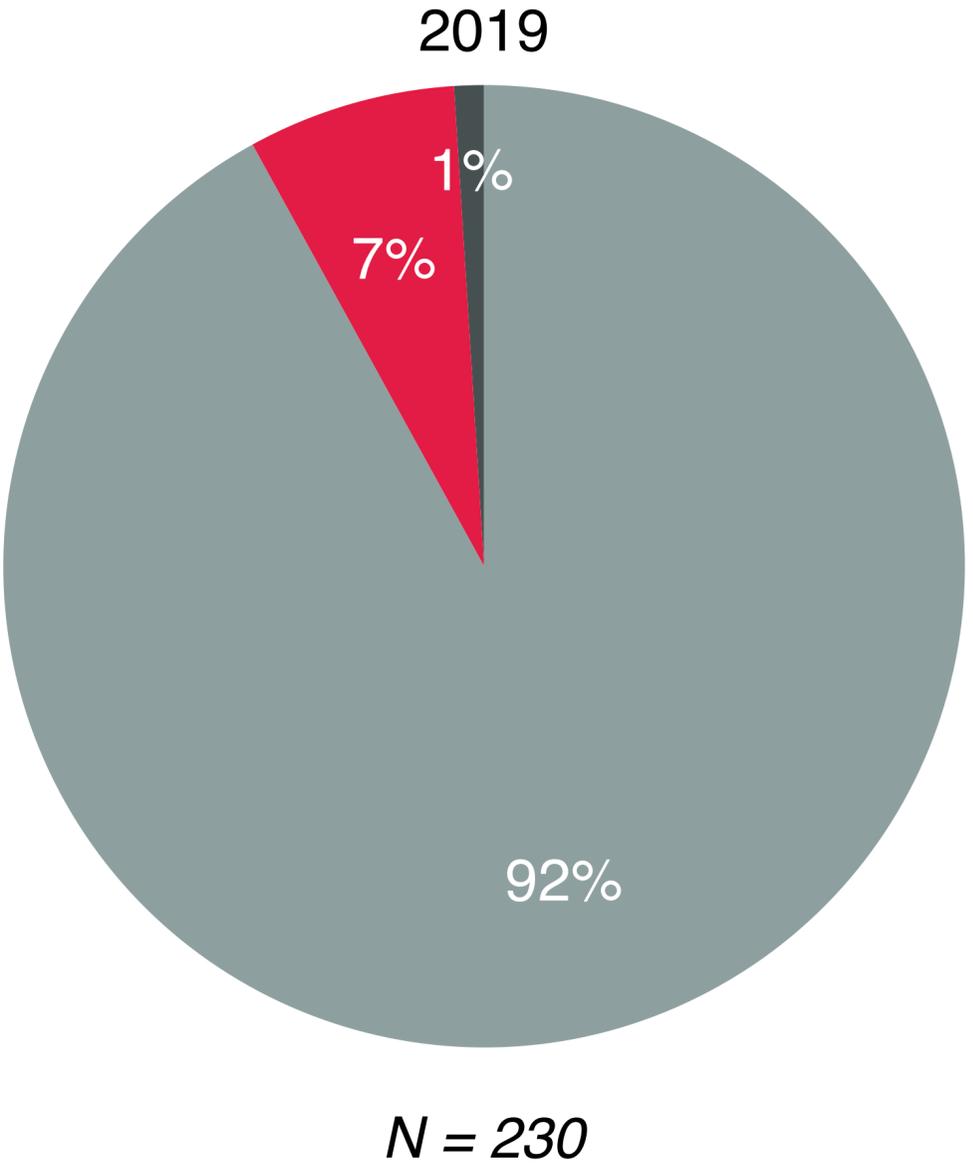
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65



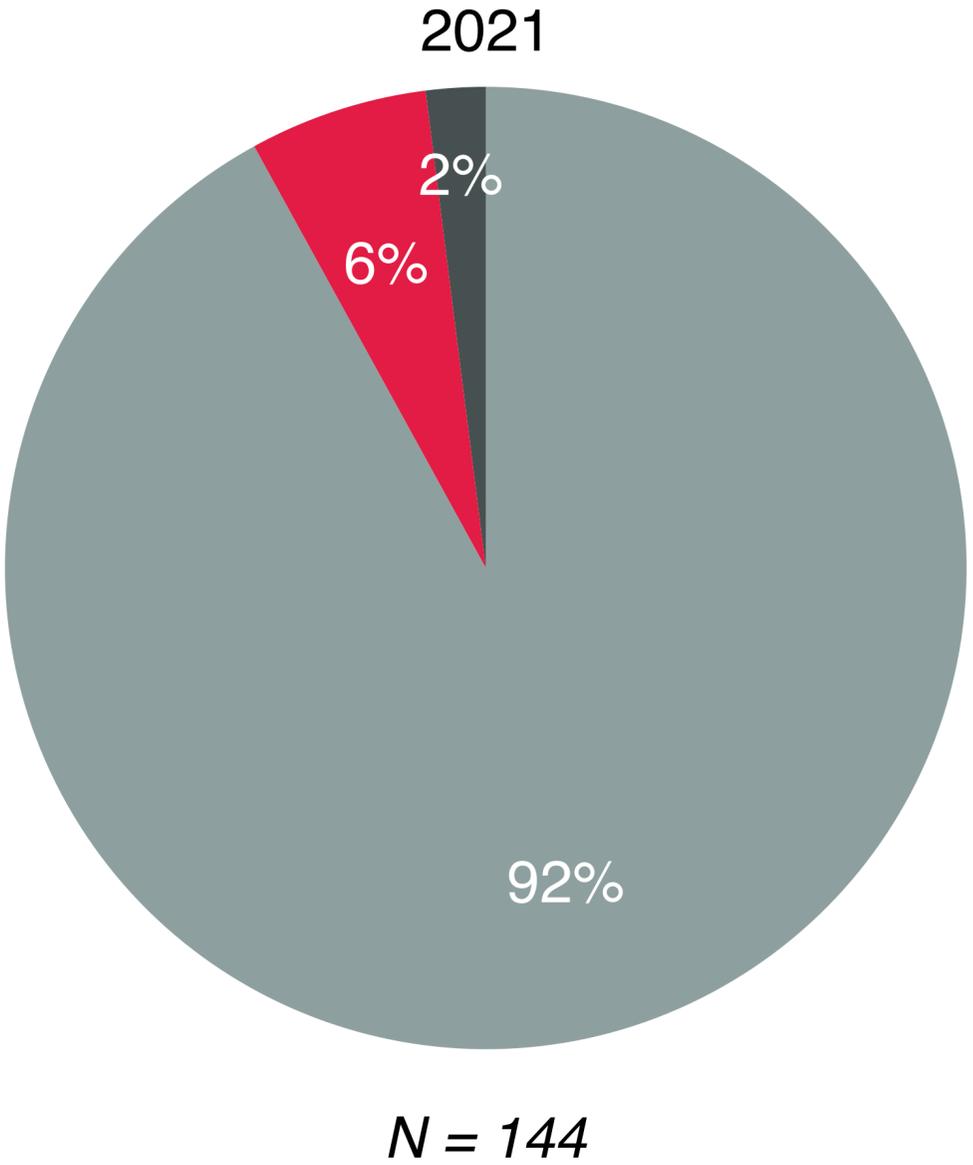
Overall distribution of roles by level



The proportion of freelancers

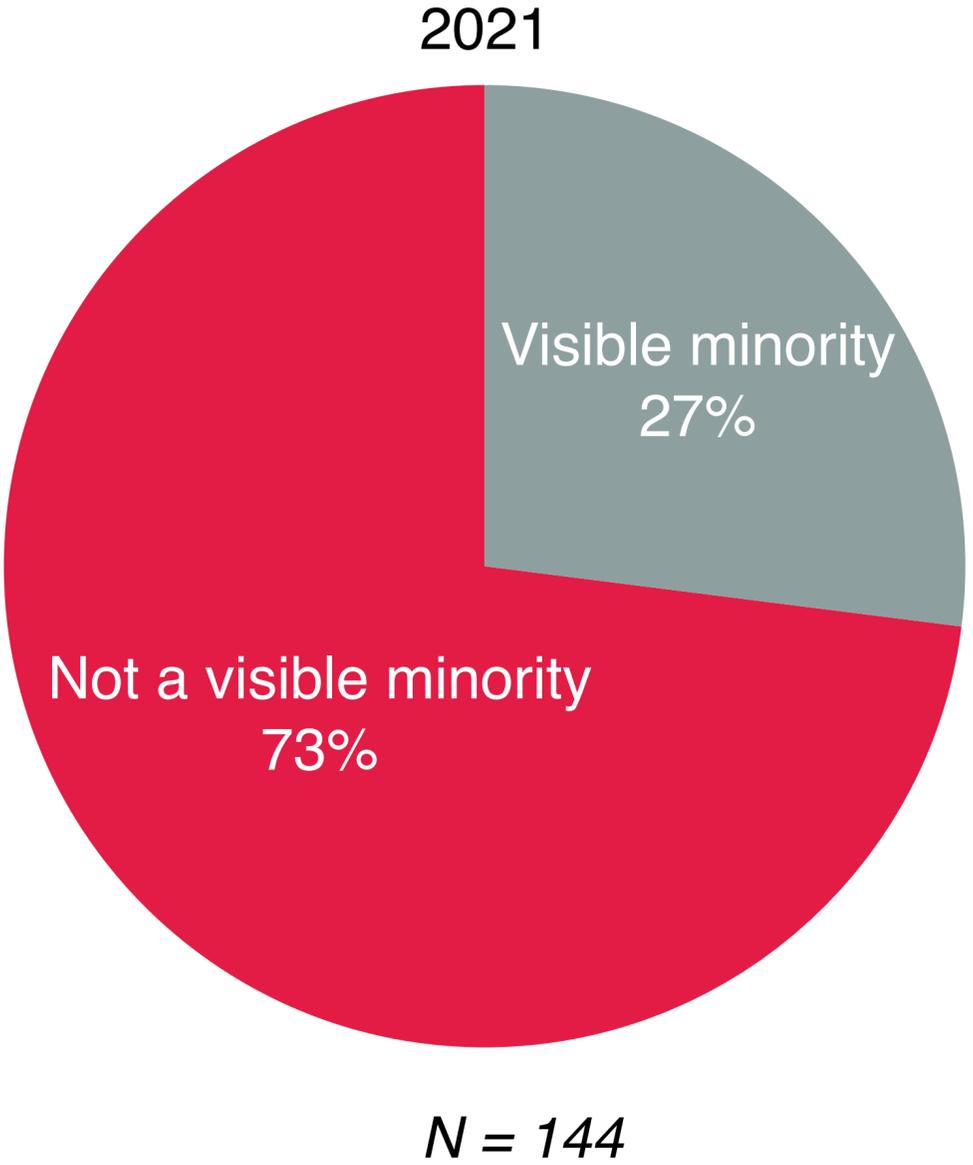
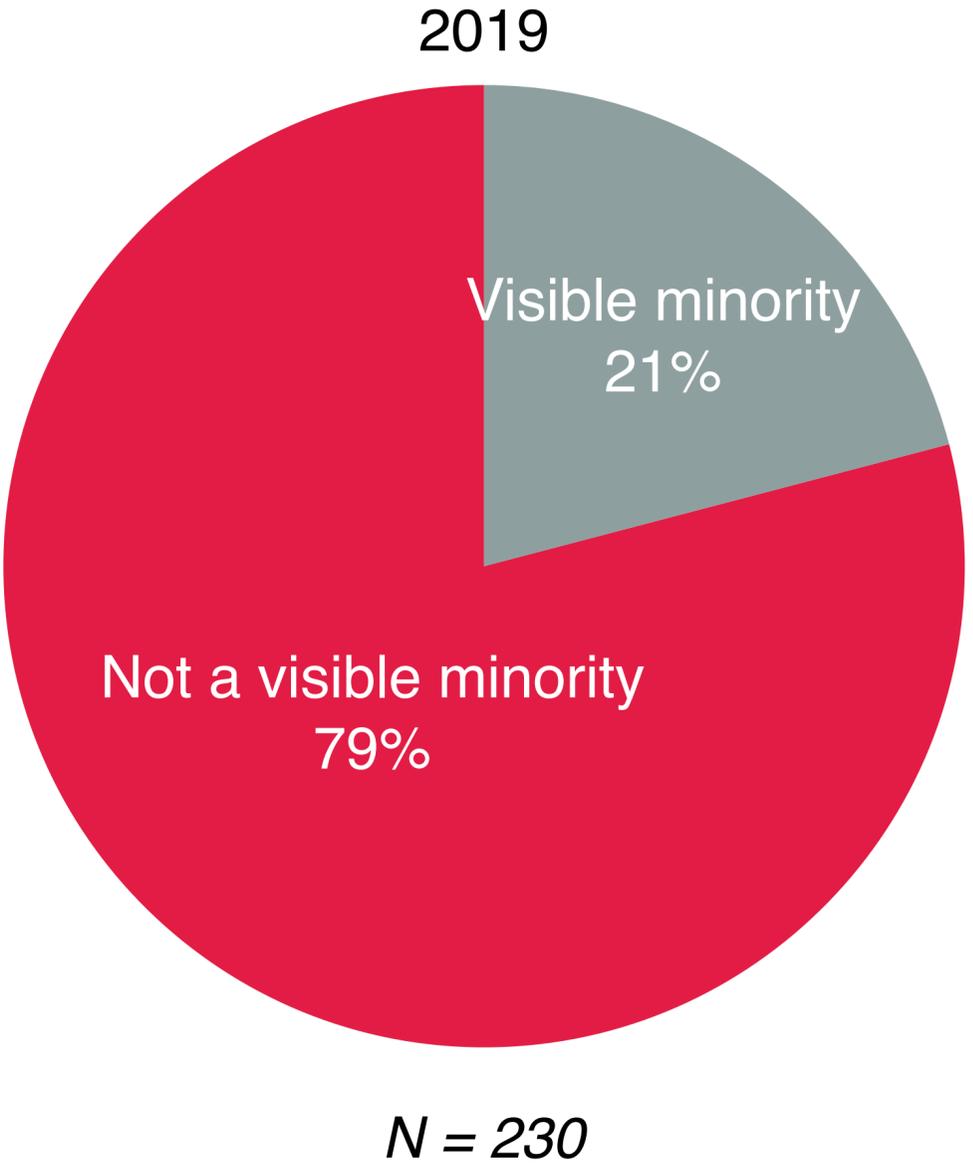


- Full-time
- Freelance
- Other

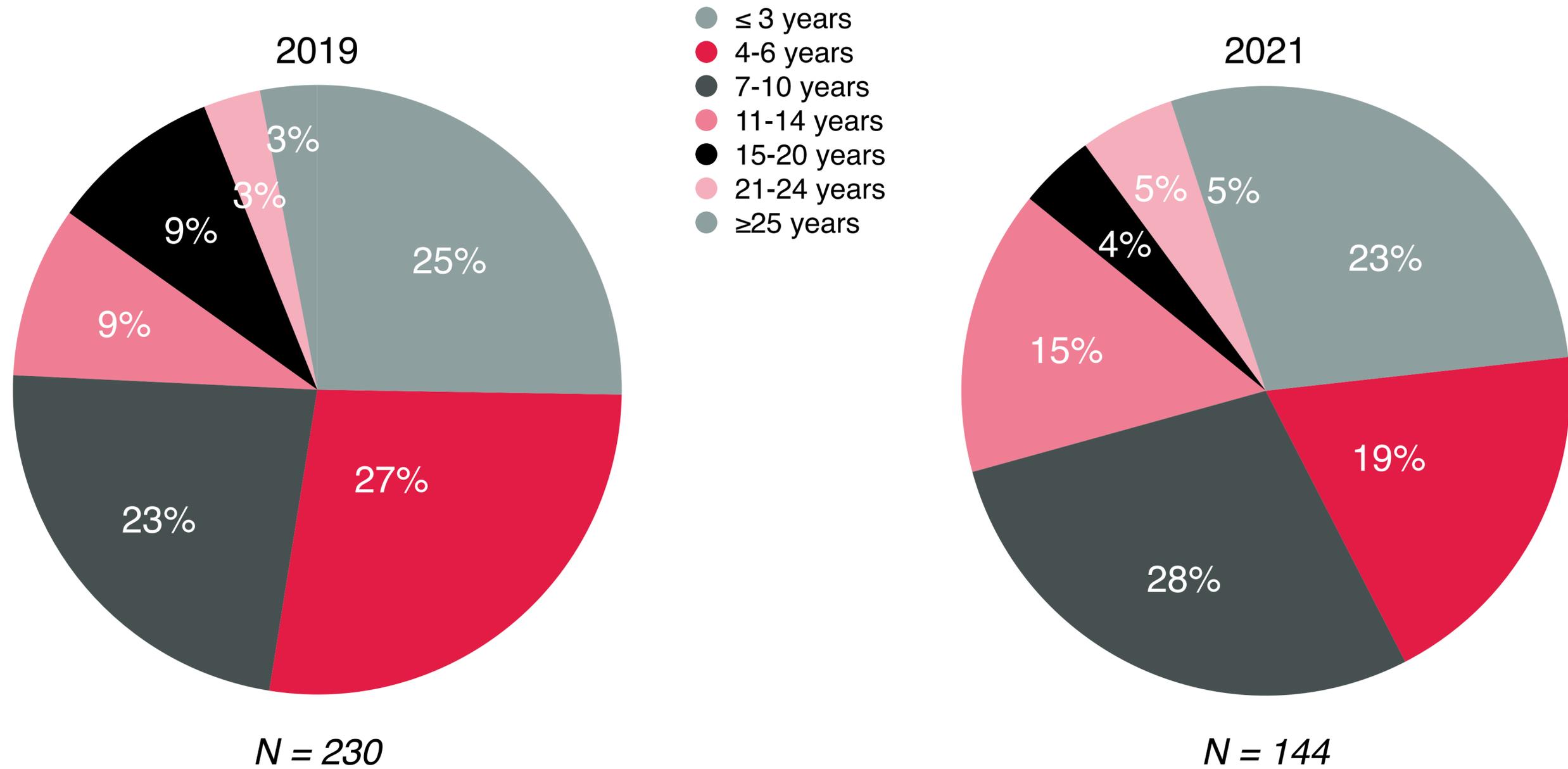


What was different?

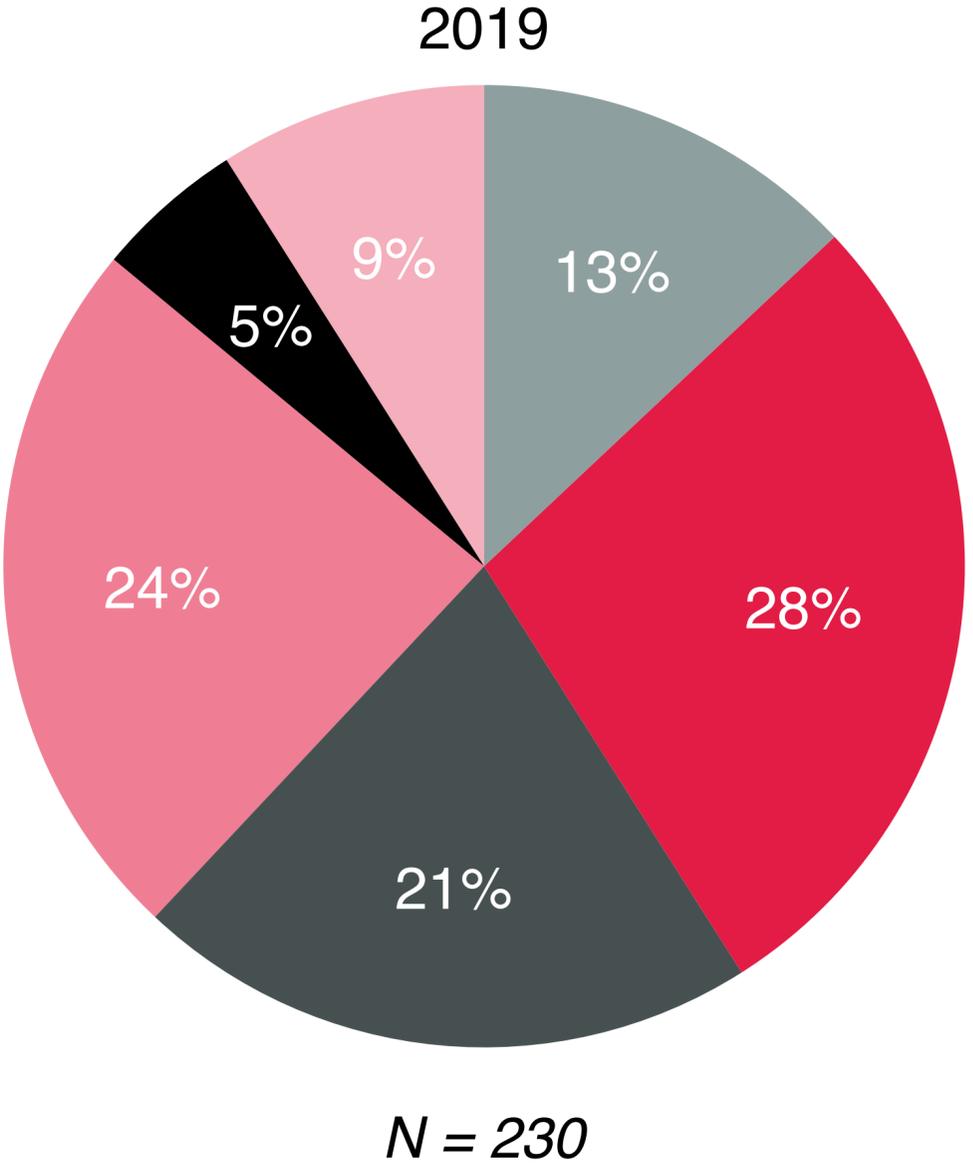
A small but noticeable increase in the proportion of visible minorities



Much greater proportion of those in the 4-6 year planning/strategy experience

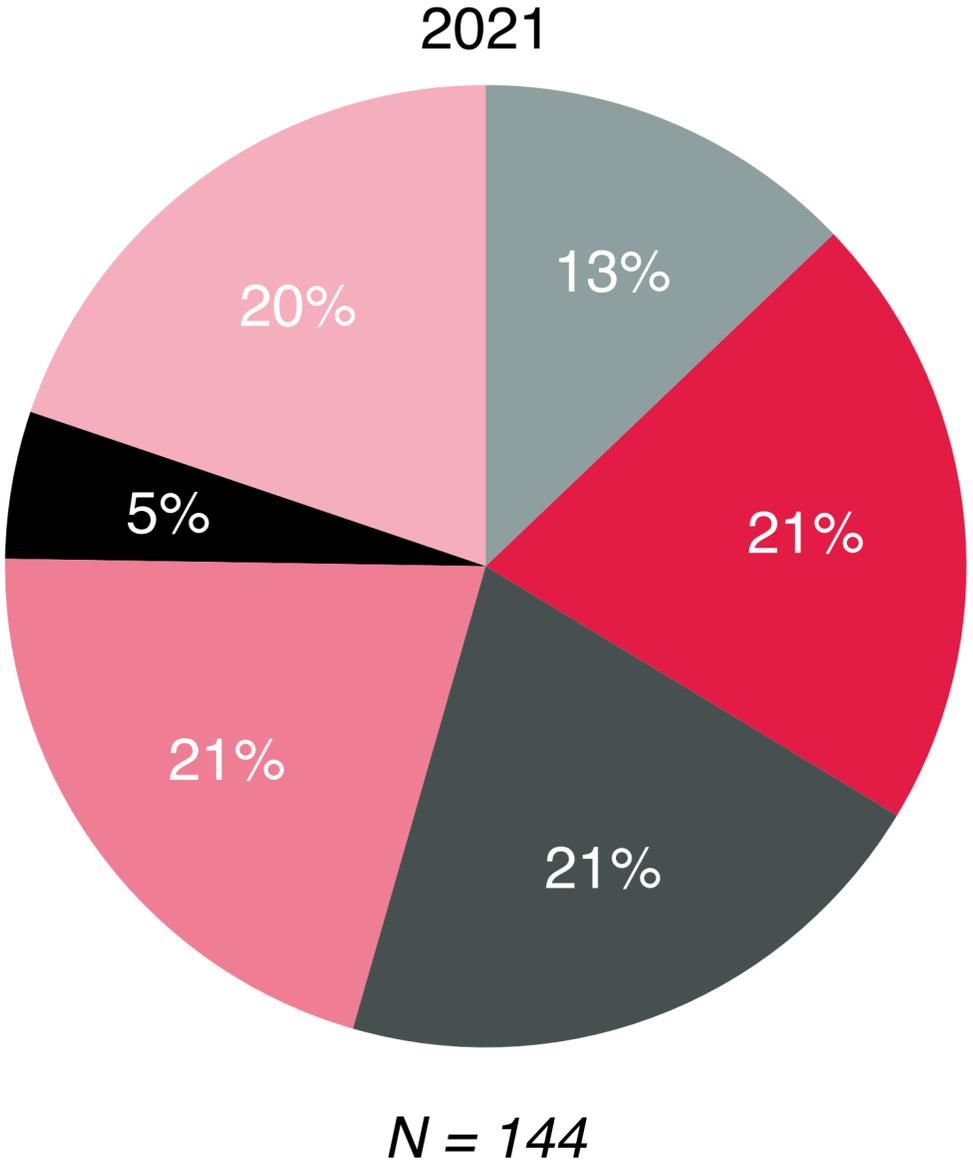


A doubling of those who report being in the largest strategy teams

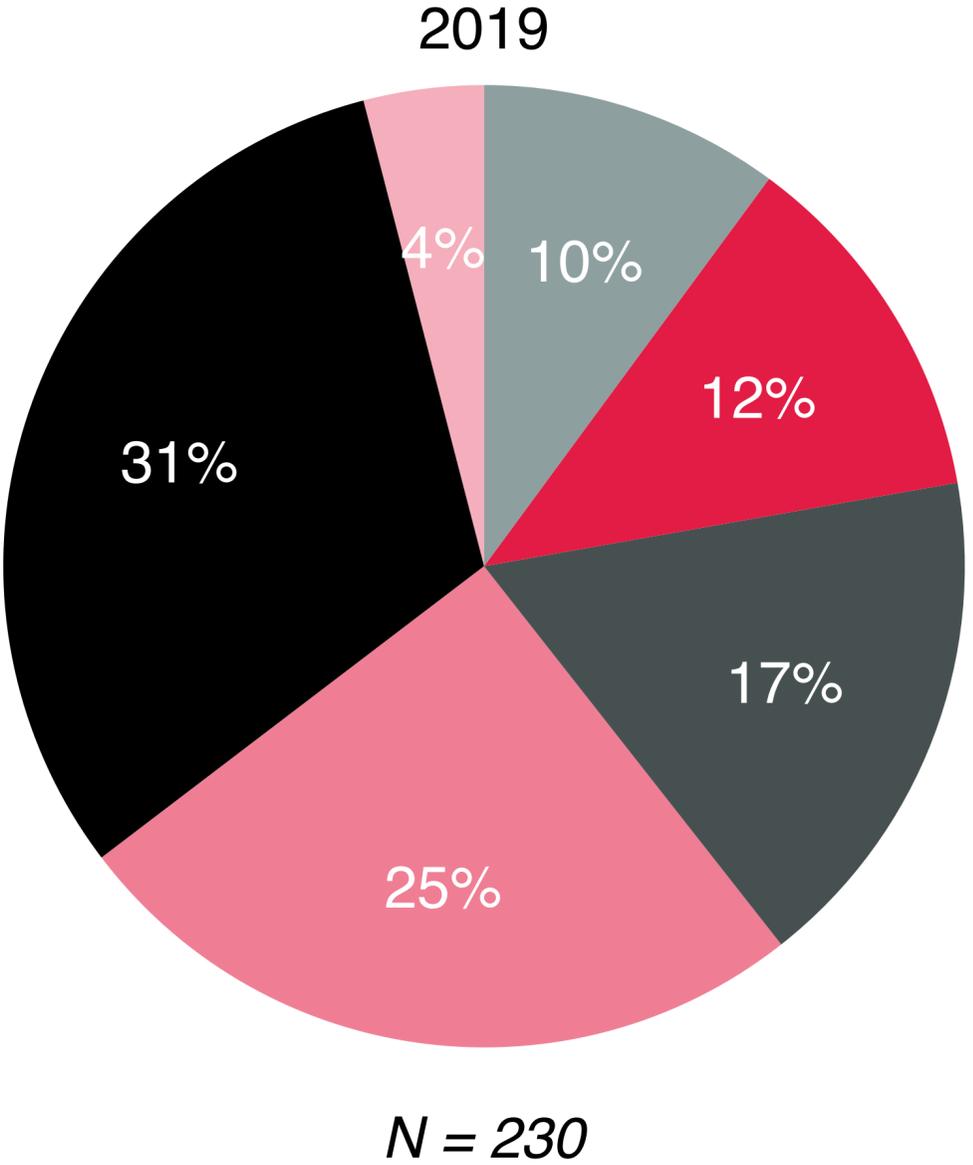


Size of team

- Just me
- 2-3
- 4-5
- 6-10
- 11-14
- 15+

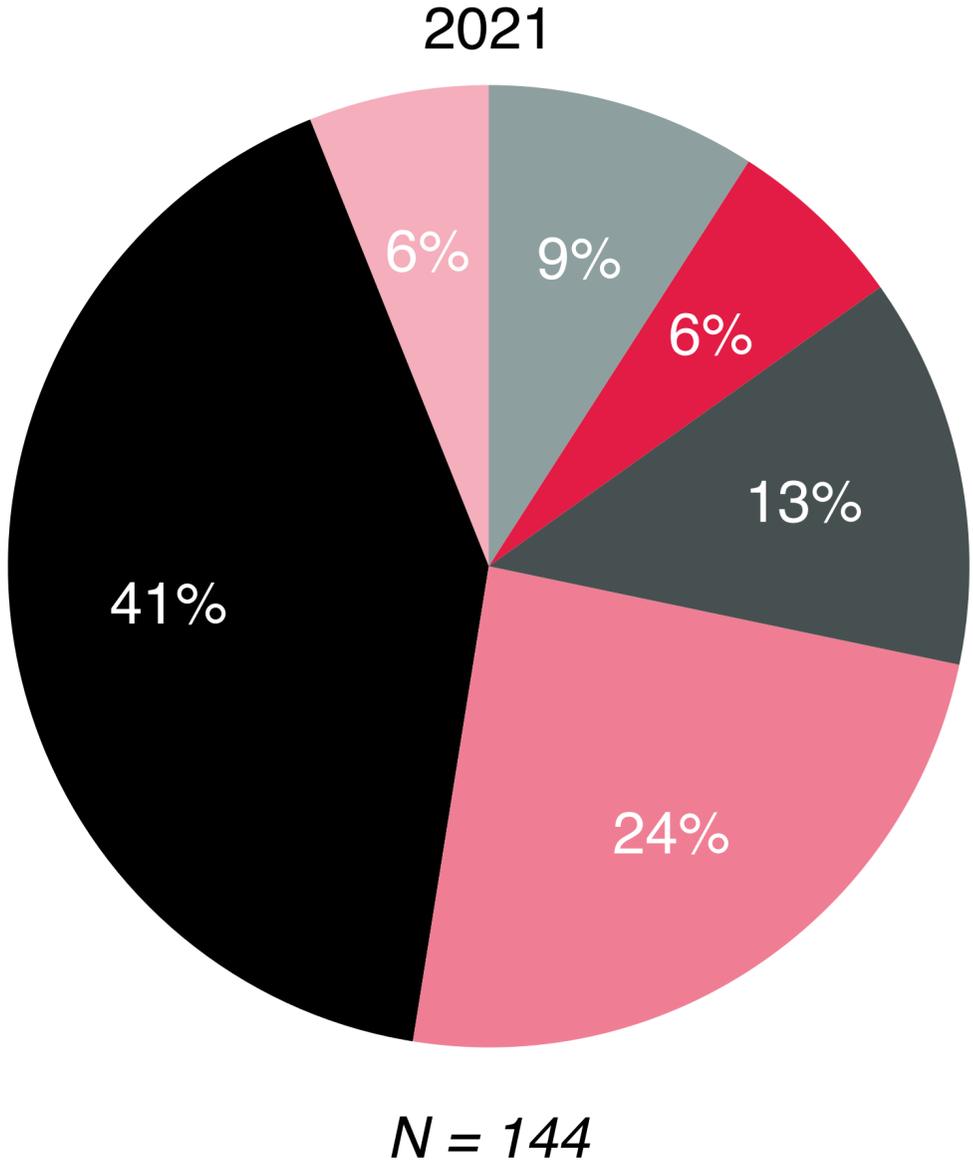


And a significant increase in those who work in larger agencies



Size of agency

- <10
- 10-25
- 26-50
- 51-100
- 101-500
- >500



Results

Key Takeaways

- **Women still earning less than men, but the gap is closing rapidly, at all levels of experience.**
Average salaries vary from 95 to 97% of male earnings, compared with 71 to 82% in 2019.
- **Similarly, there has been a narrowing of the earnings gap for visible minorities, especially among those in the two least experienced bands, but the gap is still large.**
Average salaries vary from 84 to 92% of white earnings, compared with 75 to 86% in 2019.
- **Large increases in maximum salaries across nearly all experience levels.**
Positive changes were also seen in the median salaries for the two most experienced groups.
- **The picture by title is less clear, but still intriguing.**
Titles are so fluid that they seem to be a less reliable discriminator than experience level. Having said that, there has been a large increase in the proportion of 'executive' roles in the \$176-200k level, which suggests that there may be a generational shift underway as agencies cut older, more highly paid staff. Also, there is a striking reduction in the maximum salary at each title level, which suggests that titles may be being used to disguise a reduction in wages across the piece.

The Big Picture: women still earning less than men, but the gap seems to be closing

Total sample	3 years or less		4-10 years		11-18 years		19 years or more	
	2019	2021	2019	2021	2019	2021	2019	2021
Average salary (Male)	\$89,180	\$69,730	\$120,596	\$113,400	\$175,250	\$175,850	\$212,150	\$215,000
Average salary (Female)	\$63,380	\$66,050	\$103,100	\$109,470	\$143,350	\$168,100	\$193,400*	\$233,750*
Female/Male	\$0.71	\$0.95	\$0.85	\$0.97	\$0.82	\$0.96	\$0.91	\$1.09

Base: all respondents, 2019, n=239; 2021, n=144

* very small samples

The Big Picture: visible minorities still earning less on average, but the gap seems to be closing – with the exception of 11-18 years experience

Total sample	3 years or less		4-10 years		11-18 years		19 years or more	
	2019	2021	2019	2021	2019	2021	2019	2021
Average salary (Not a visible minority)	\$80,100	\$70,070	\$119,070	\$114,120	\$152,090	\$185,540	\$204,500	\$219,440
Average salary (Visible minority)	\$60,280	\$63,730	\$95,750	\$104,750	\$131,250*	\$155,500*	\$150,000*	\$226,670*
Visible/Not visible	\$0.75	\$0.91	\$0.85	\$0.92	\$0.86	\$0.84	\$0.73	\$1.03

Base: all respondents, 2019, n=239; 2021, n=144

* very small samples

The Big Picture: by experience level, 2021 vs 2019

Total sample		3 years or less	4-10 years	11-18 years	19+ years
Minimum	2019	\$38,000	\$47,000	\$95,000	\$140,000
	2021	\$37,000	\$50,000	\$105,000	\$130,000
Median	2019	\$60,000	\$107,000	\$132,000	\$170,000
	2021	\$62,000	\$100,000	\$170,000	\$220,000
Maximum	2019	\$90,000	\$185,000	\$225,000	\$307,500
	2021	\$122,500	\$250,000	\$280,000	\$300,000

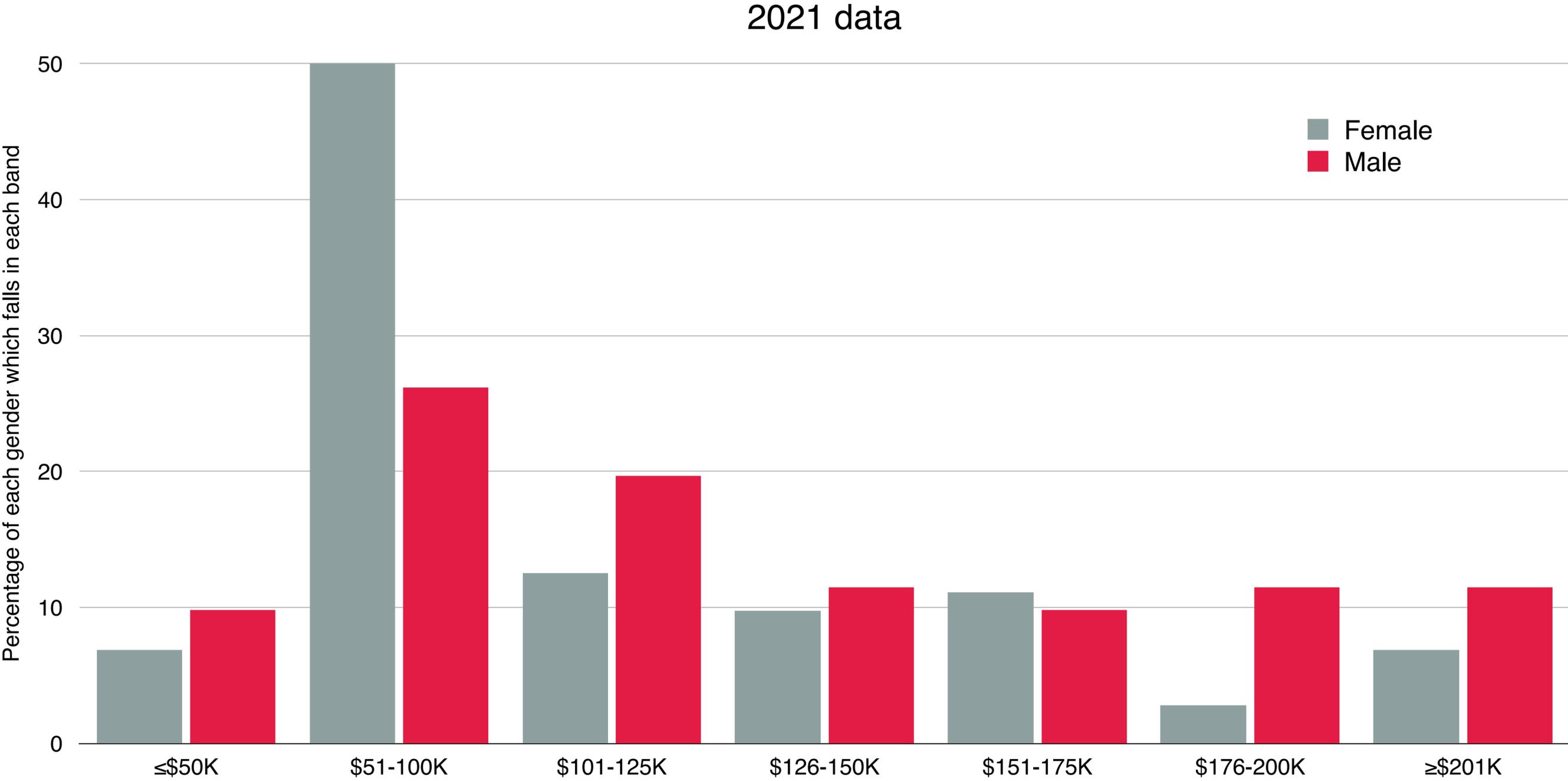
Base: all respondents, 2019, n=239; 2021, n=144

The Big Picture: by title, 2021 vs 2019

Total responding		Junior	Senior	Director	Executive
Minimum	2019	\$38,000	\$47,000	\$52,000	\$99,500
	2021	\$37,000	\$70,000	\$70,000	\$95,000
Median	2019	\$66,000	\$100,000	\$120,000	\$170,000
	2021	\$65,000	\$92,500	\$125,000	\$190,000
Maximum	2019	\$150,000	\$135,000	\$200,000	\$500,000
	2021	\$100,000	\$120,000	\$175,000	\$300,000

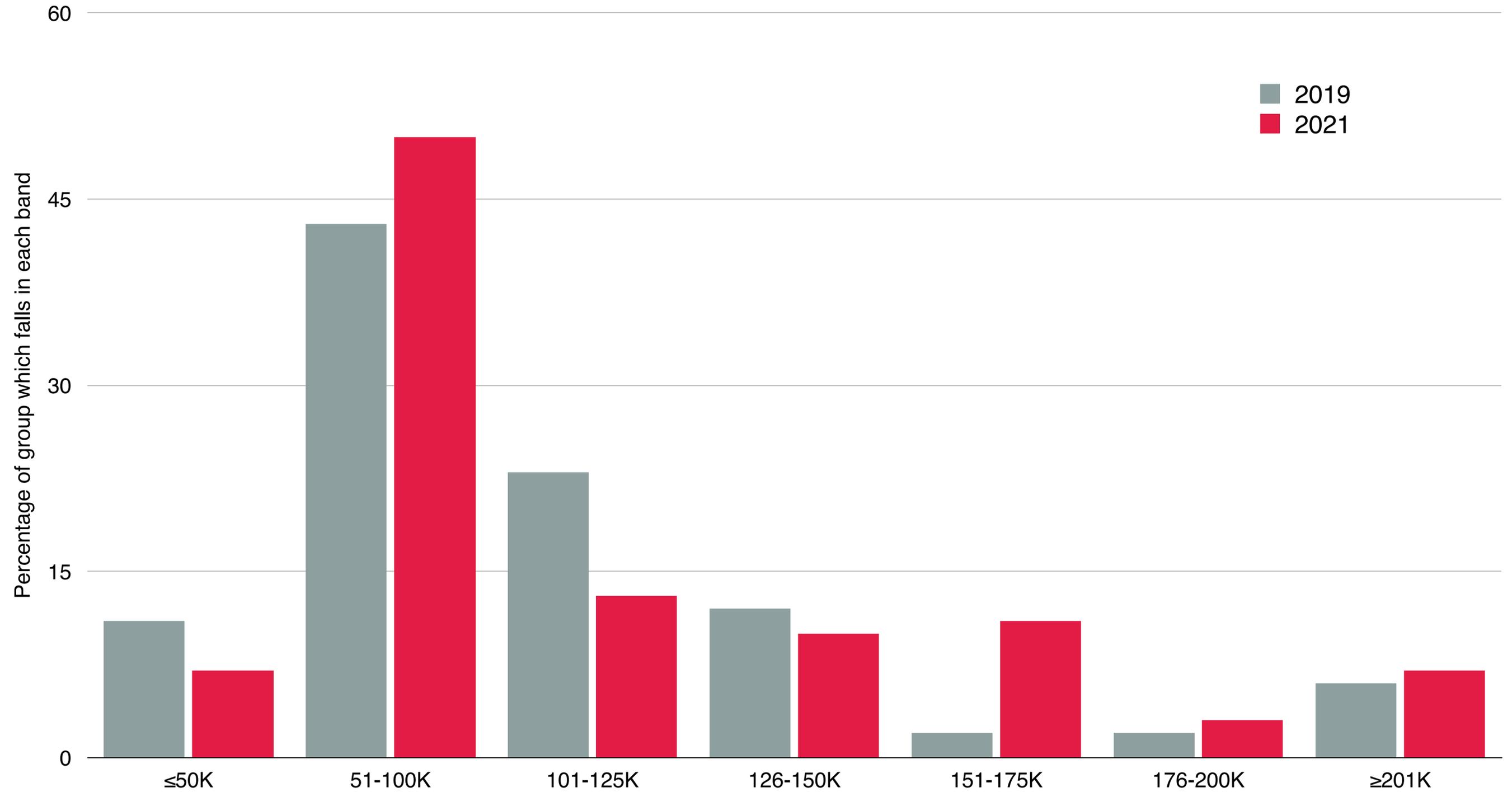
Base: all respondents, 2019, n=239; 2021, n=134

In 2021, 57% women earned less than \$100k; in contrast, only 36% of men did...

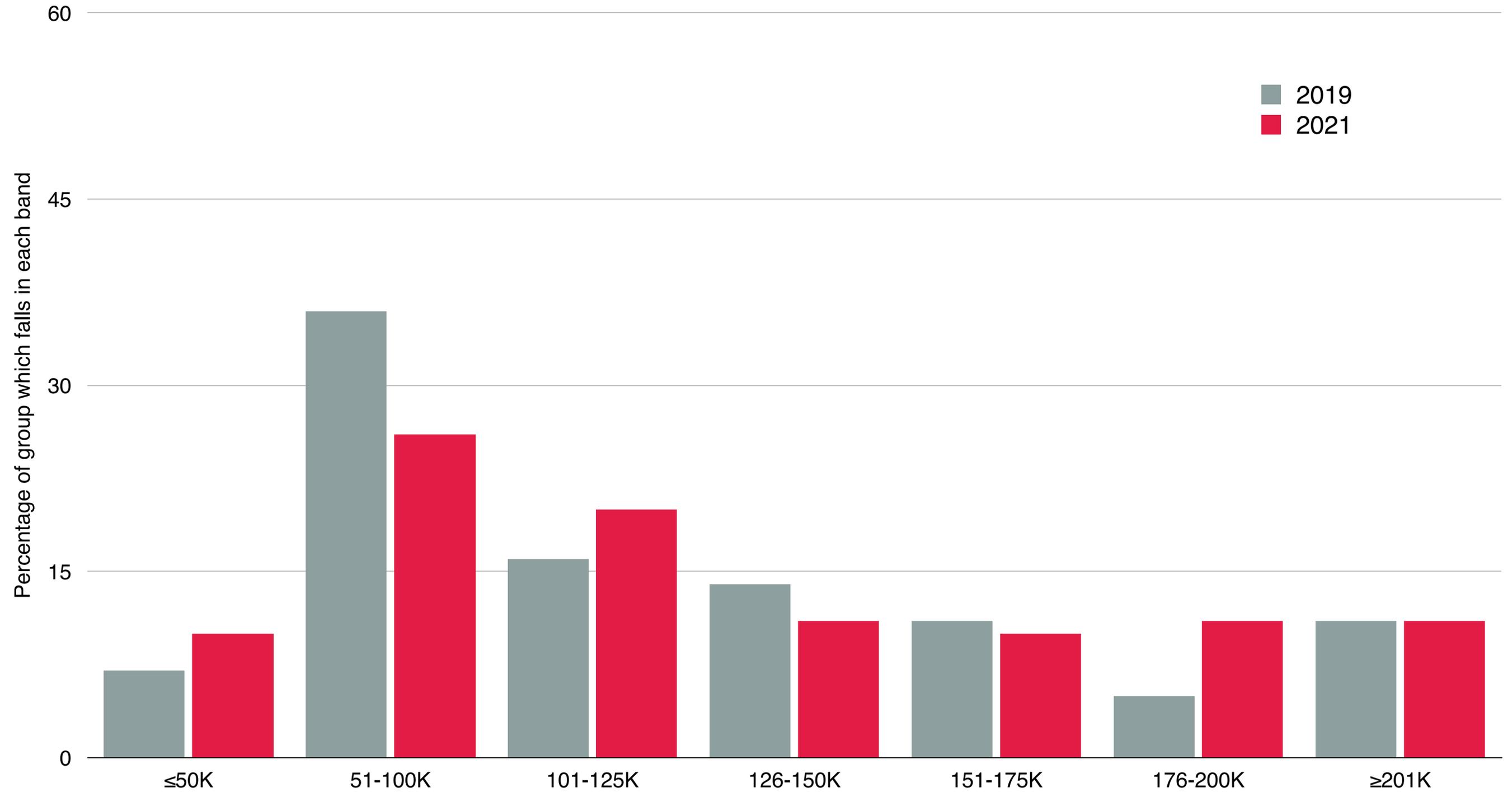


Base: all respondents, n=144

Proportion of females at each salary band – 2021 vs 2019

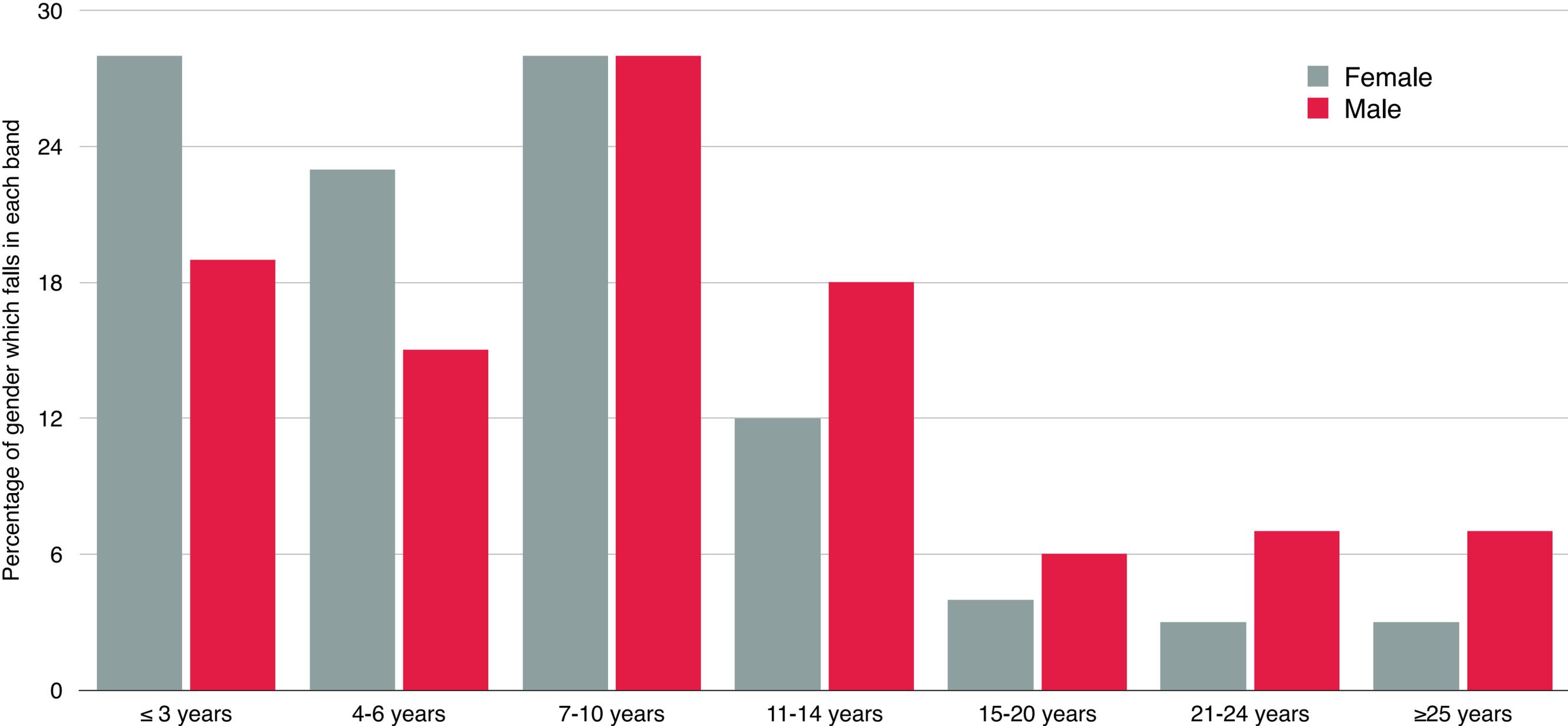


Proportion of males at each salary band – 2021 vs 2019



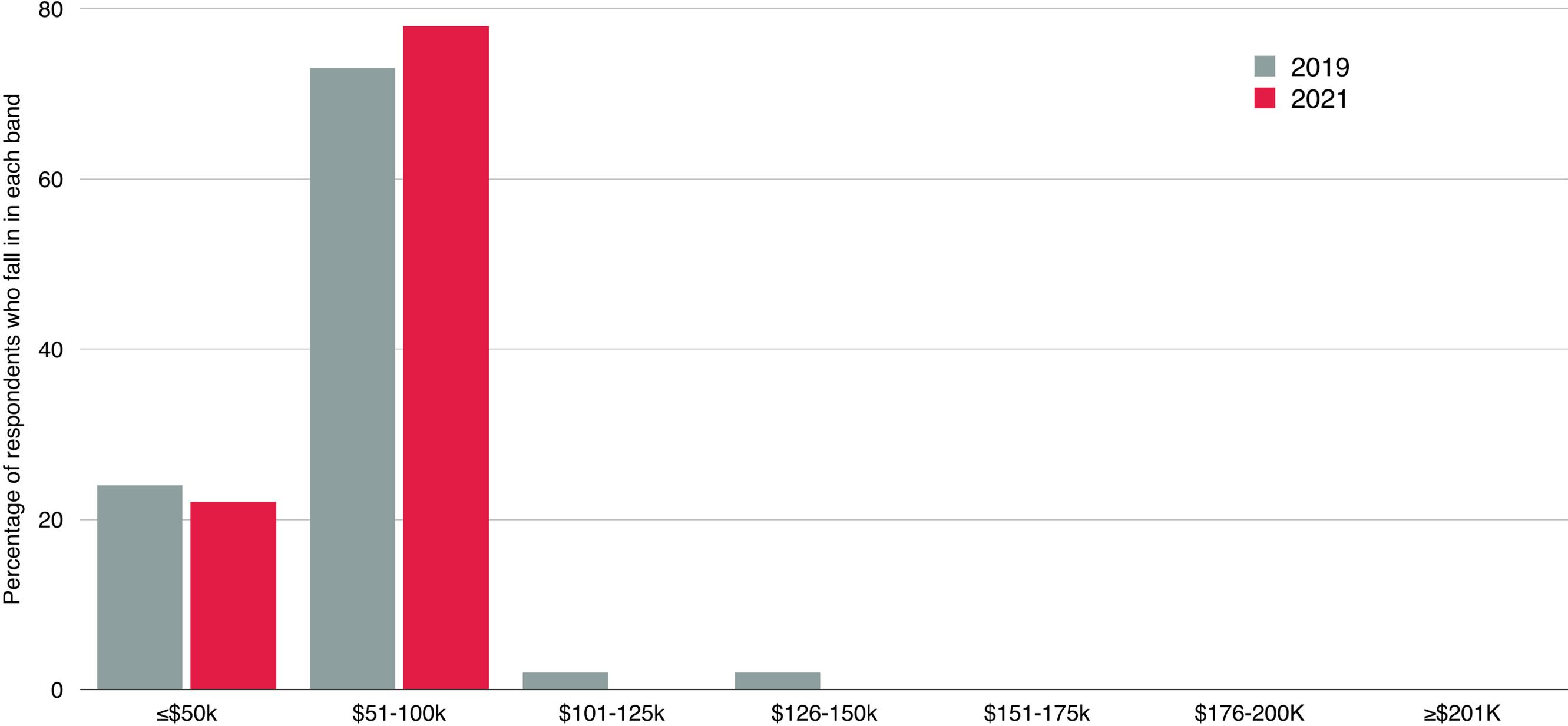
Half of women had been working for six years or less, compared to a third of men (2021), which may explain some of the earnings discrepancy

2021 data



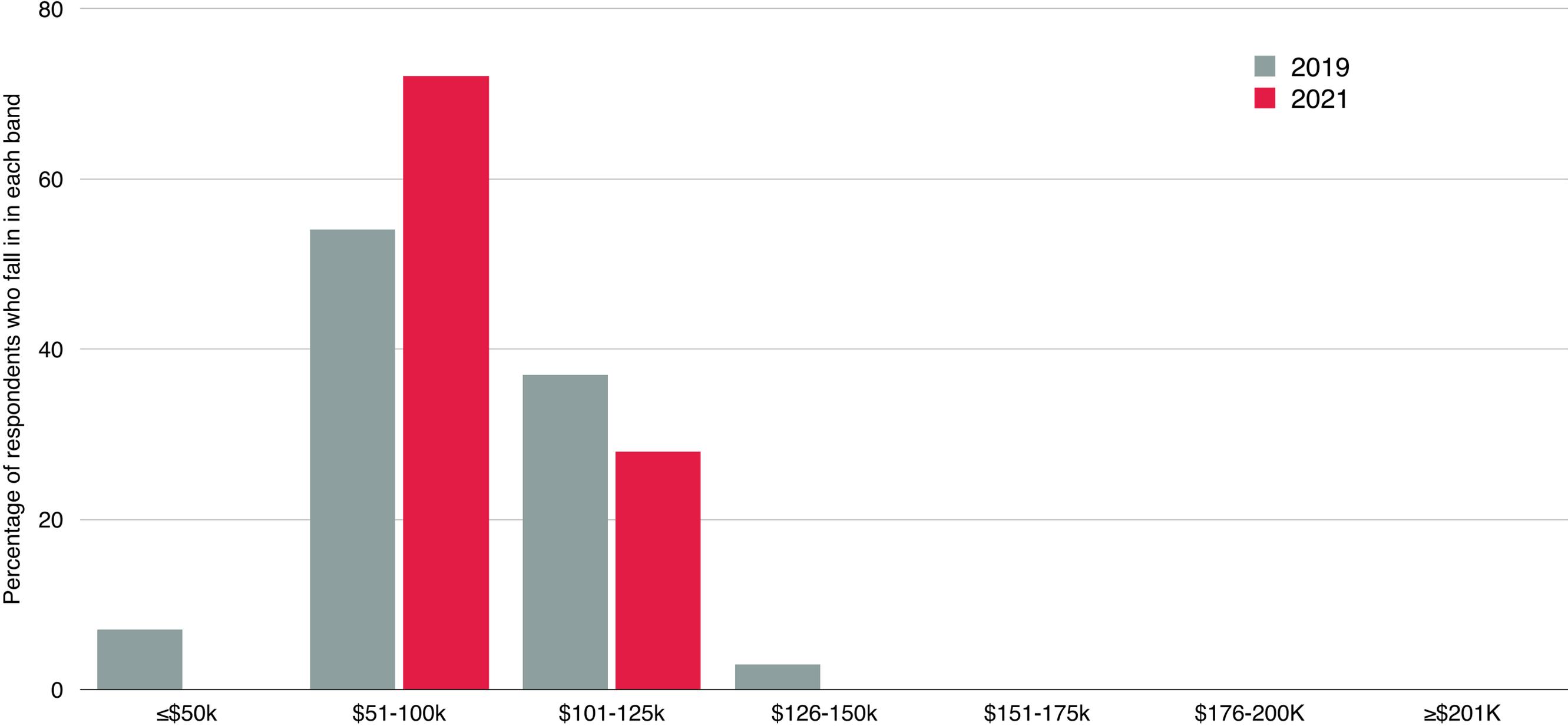
Base: all respondents, n=144

Analysis of salary level by title, 2021 vs 2019: Juniors*



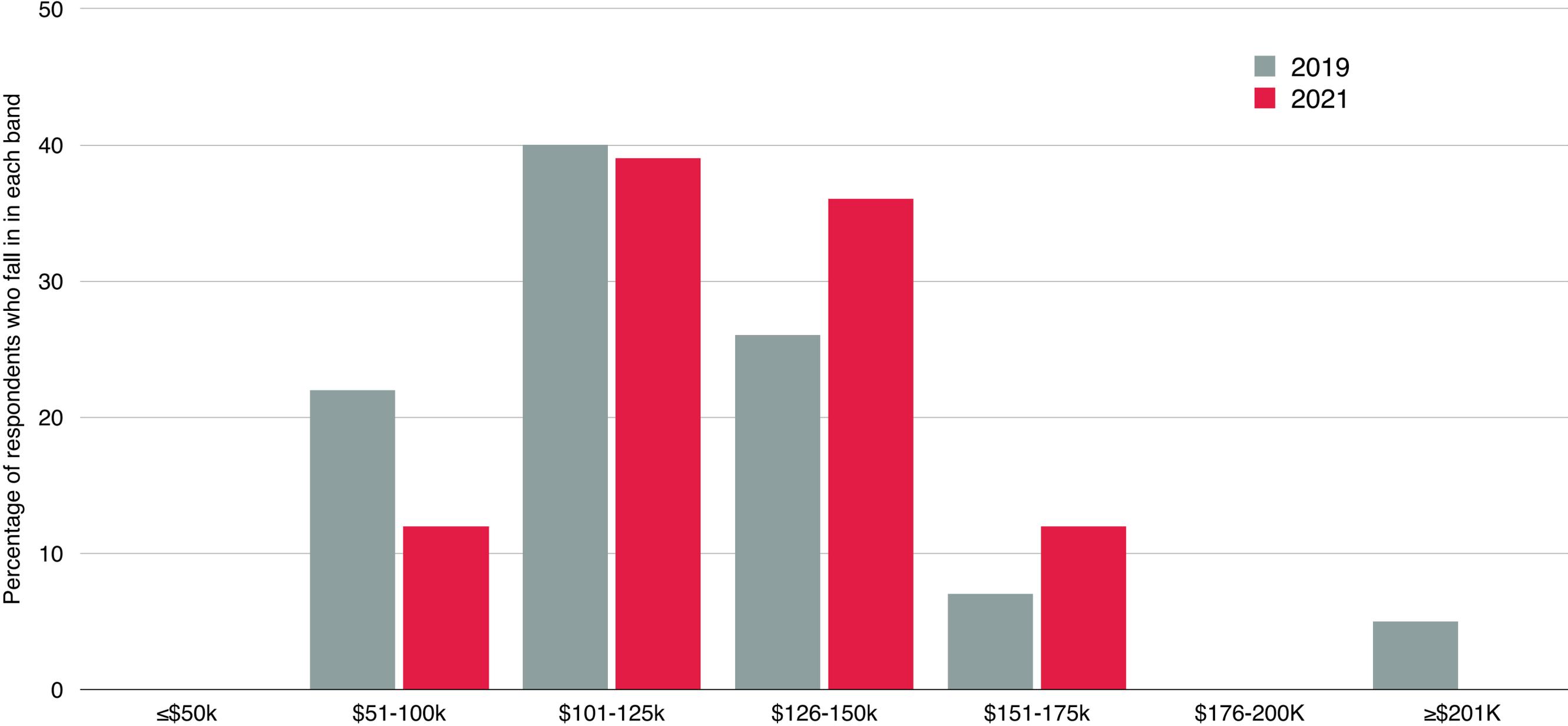
*Junior Planner/Junior Strategist/Planner/Strategist/Digital Strategist

Analysis by salary level by title, 2021 vs 2019: Seniors*



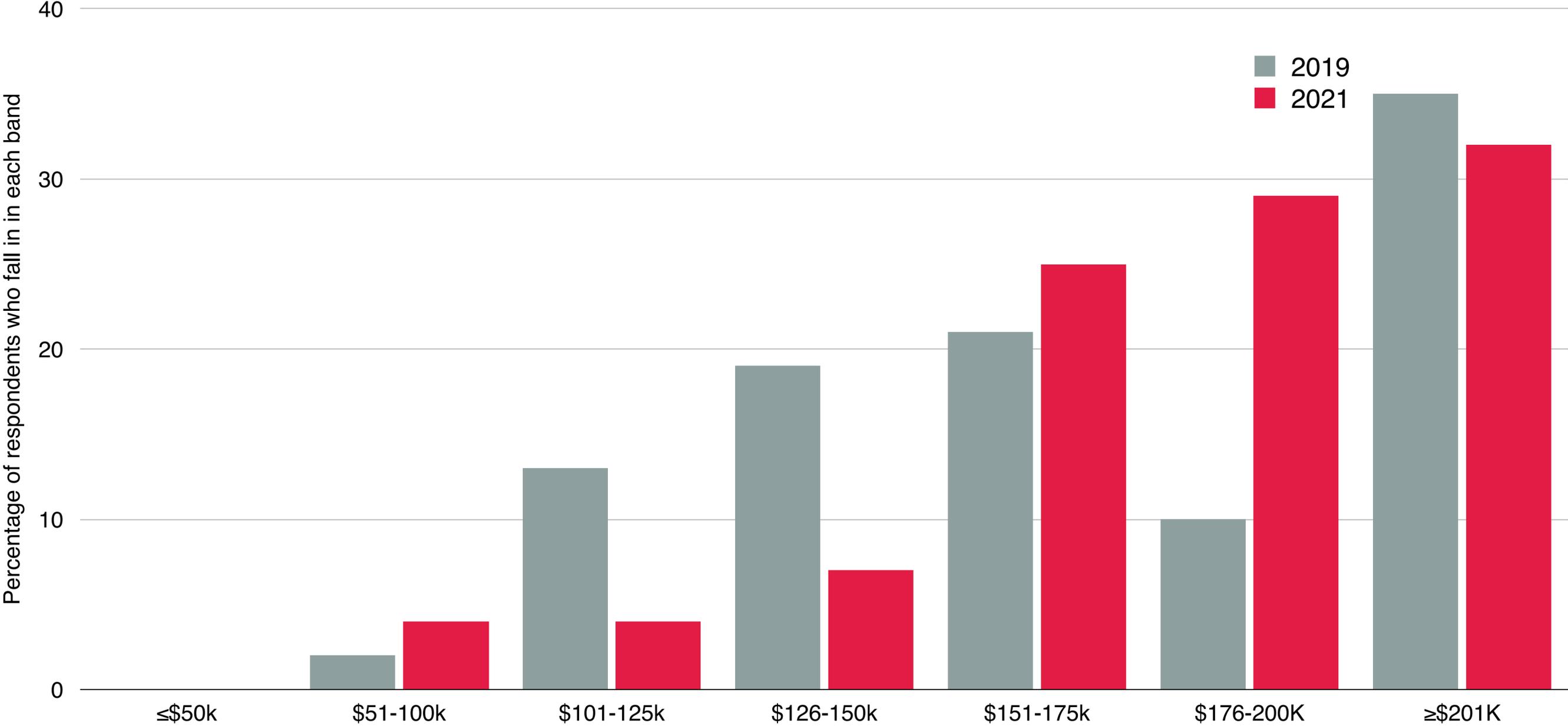
*Senior Planner/Senior Strategist/Senior Comms Strategist

Analysis by salary level by title, 2021 vs 2019: Directors*



**Strategy Director/Planning Director/Digital Strategy Director*

Analysis by salary level by title, 2021 vs 2019: Executives*



*Chief Strategy Officer/Head of Planning or Strategy/VP/SVP/EVP



Thank you.