

# 2023-24 APG Salary Survey

Non-member edition



# 2023-24 Respondent Profile

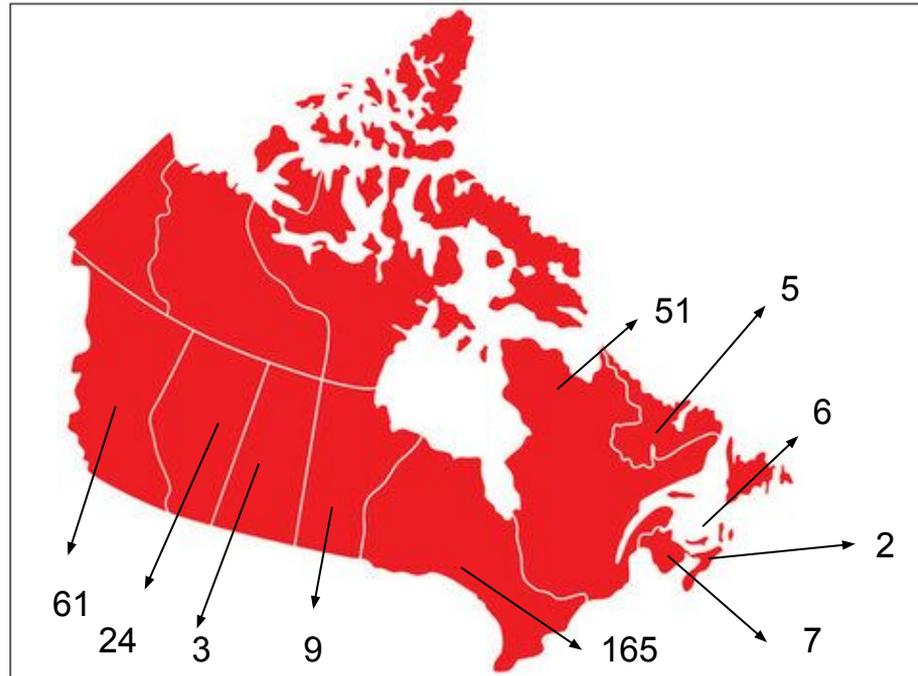


\*Minority status is based on self-reported data. In this report, anyone who self-identified as white is considered to not be a visible minority. If the category of white was not selected, the respondent is considered to be a visible minority.

## 2023-24 Respondent Profile

81% of respondents came from Canada's three largest provinces

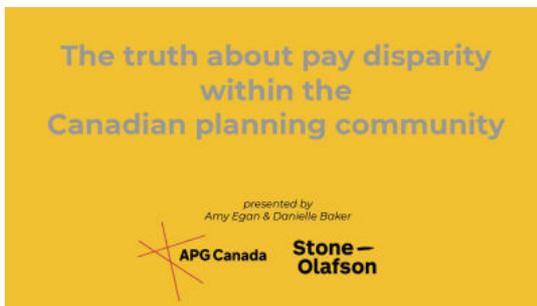
- 48% ON
- 18% BC
- 15% QC



^No responses were received from any of the Territories.

# Key Themes: 2019 and 2021

2019



Gender and race pay gaps that increase with experience

2021



Salary gaps are closing but still exist. Title inflation as suggested by increase in proportion of executive roles

2023



??

# Salaries

# The highest salaries are seen in Ontario

	BC	ON	QC
Median	<b>\$132K</b>	<b>\$150K</b>	<b>\$100K</b>

^No responses were received from any of the Territories.

†Caution: Very small base. Use discretion when interpreting results.

Ref: Q17 Where in Canada are you based?

Q9. What is your base annual salary? Please enter only the dollar amount in the box below.

## Pay rises and promotions are prevalent, unless you live in Ontario

	BC	ON	QC
Pay Rise	81%	50%	75%
Promotion	68%	22%	28%

<sup>^</sup>No responses were received from any of the Territories.

<sup>†</sup>Caution: Very small base. Use discretion when interpreting results.

Ref: Q17 Where in Canada are you based? Q13B. Have you received a salary increase in the last year?

Q13C. Have you received a promotion (i.e. title increase) in the last year?

# Pay rises and promotions are also more prevalent amongst men

	Male	Female
Pay rise	75%	67%
Promotion	39%	24%

Ref. Q13B. Have you received a salary increase in the last year? Q13C. Have you received a promotion (i.e. title increase) in the last year?

## The gender pay gap has reversed at the min and max salary levels

Based on minimum and maximum salaries, women are now out-earning men but based on average salaries, men are still out-earning women by 12%.

	Male	Female
Min	<b>\$30K</b>	<b>\$45K</b>
Avg	<b>\$145K</b>	<b>\$130K</b>
Max	<b>\$280K</b>	<b>\$315K</b>

In 2019, men earned 27% more than women with similar tenure.

2019 APG Salary Survey

\*3% of respondents selected “another gender” or “prefer not to answer” when asked for their gender. However, the base size for those options remains insufficient to report at this time.

Ref: Q9. What is your base annual salary? Please enter only the dollar amount in the box below.

Q19. Are you...?

## The “race pay gap” still exists but is closing

Median and maximum salaries for non-visible minorities are 8% and 5% higher respectively

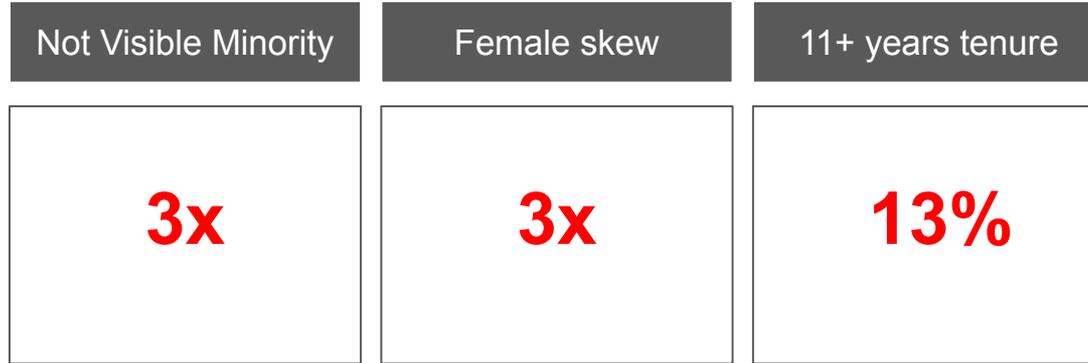
	Visible Minority	Not Visible Minority
Median	<b>\$130K</b>	<b>\$140K</b>
Maximum	<b>\$300K</b>	<b>\$315K</b>

In 2019, non-visible minorities earned up to 30% more than visible minorities with similar tenure.

Ref: Q24 We all live in Canada but our ancestors come from all over the world. Are you...?  
Q9. What is your base annual salary? Please enter only the dollar amount in the box below.

# Freelance

## Those freelancing skew white, female, and more tenured

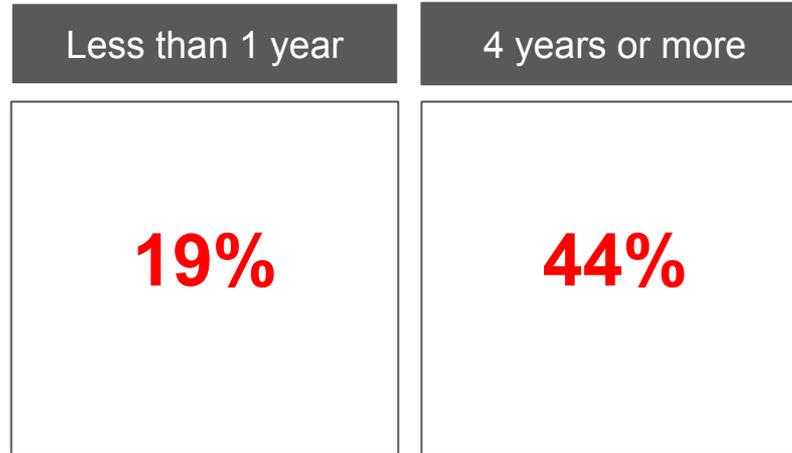


<sup>†</sup>Caution: Very small base. Use discretion when interpreting results.

Ref: Q7 Are you a salaried (full-time or part-time) employee or do you work freelance?

## Freelance may be a growing trend

While the majority of those freelancing have been self-employed for 4 years or more, close to 20% have been self-employed for less than 1 year\*



\*Caution: Very small base. Use discretion when interpreting results. Ref: Q8A: How long have you been freelancing for?

# Freelancers are making more, though this may not last

Freelancers are making on average 1.5x than their FT counterparts however there is concern about the growing number of freelancers entering the marketplace.

The amount freelancers make vs their FT counterpart, on average

**1.5x**

\$138K FT vs \$208K Freelance

“I am concerned about the state of the current freelance market. There are more freelancers than work.”

**44%**

Strongly Agree or Agree

<sup>t</sup>Caution: Very small base. Use discretion when interpreting results. Ref: Q9A. What is your approximate total annual billing? Please enter only the dollar amount in the box below. Q9. What is your base annual salary? Please enter only the dollar amount in the box below. Q8D. How strongly do you agree or disagree with the following statement: “I am concerned about the state of the current freelance market. There are more freelancers than work.”

## Still, freedom & flexibility has few freelancers inclined to go back

While almost 20% of freelancers may not have initially chosen to go independent, three-quarters are choosing to stay independent.

What made you decide to start freelancing?

**19%**

Restructured out of a full time job

“I plan to continue freelancing for the foreseeable future.”

**75%**

Strongly Agree or Agree

<sup>†</sup>Caution: Very small base. Use discretion when interpreting results. Ref. Q8B. What made you decide to start freelancing? Choose the response that best describes your situation. Q8C. How long do you plan to continue freelancing?

## Whether freelance or not, demand for freedom and flexibility is increasing

How important is a remote work policy to you?

**62%**

Extremely or very

“I would rather make less money if it meant more lifestyle freedom.”

**47%**

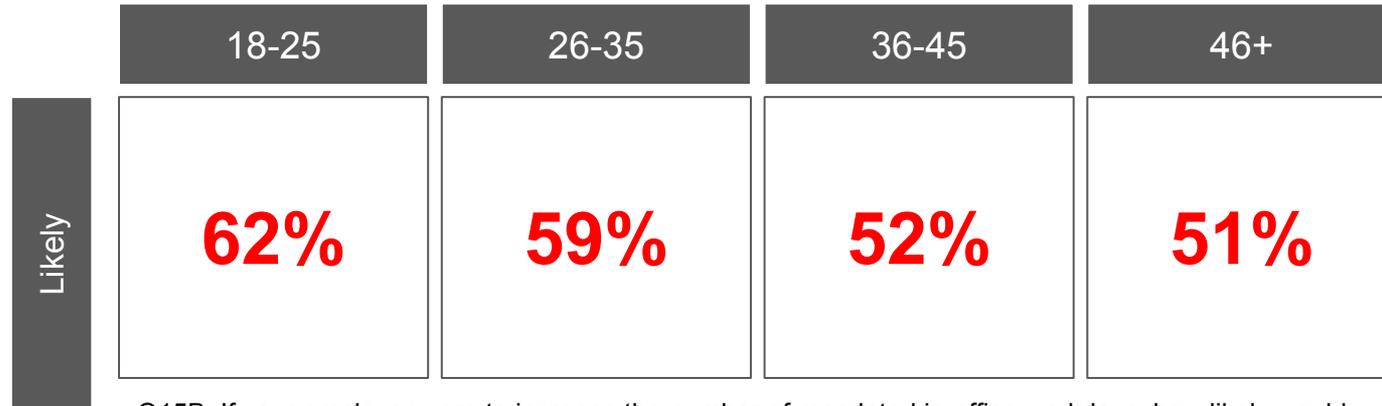
Strongly agree or agree

*Ref: Q15E. How important is a remote work policy to you? In other words, how important is it to you that you can work wherever you want?*

*Q8J. How strongly do you agree or disagree with the following statement:*

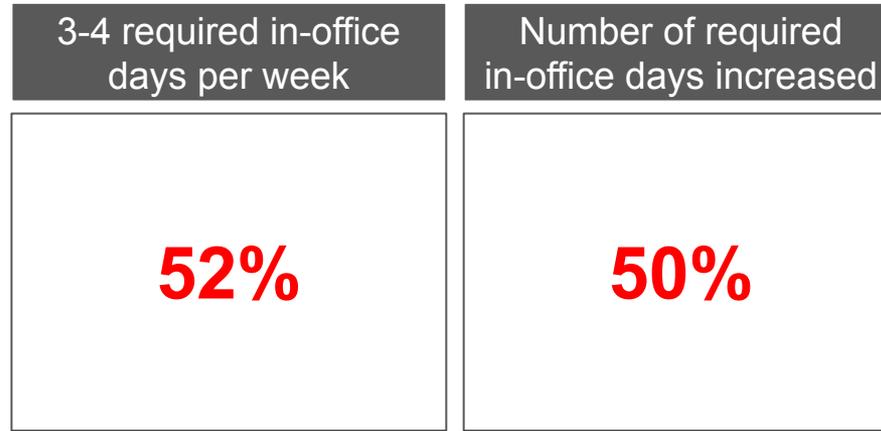
*“I would rather make less money if it meant more lifestyle freedom (i.e., remote work, more holidays, flexible hours, etc.)”*

Interestingly, this is true no matter the age of the strategist



Q15B. If your employer were to increase the number of mandated in-office workdays, how likely would you be to consider looking for a more flexible employer?

## Meanwhile, mandated in-office days are trending upwards

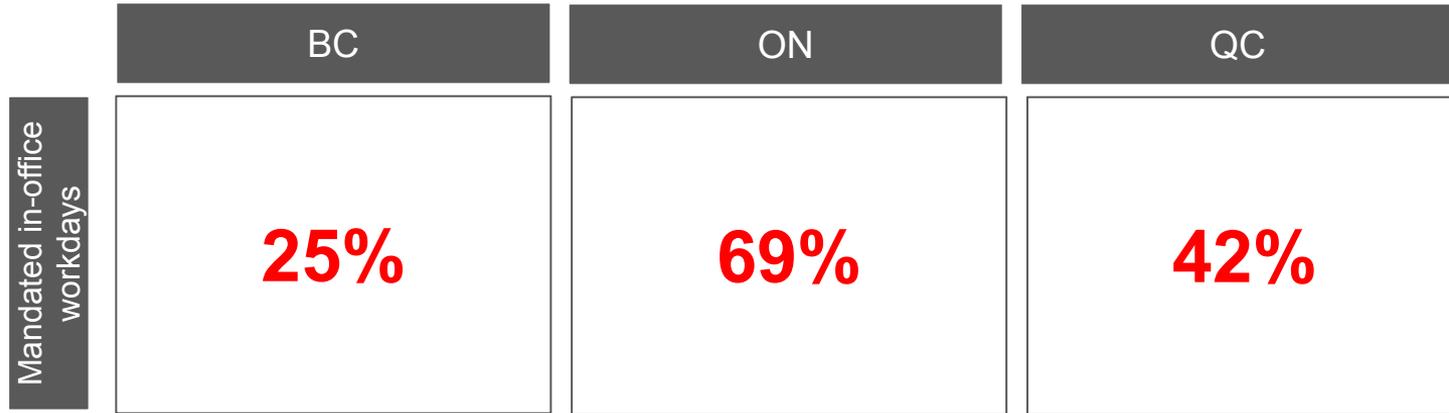


^No responses were received from any of the Territories. Atlantic excluded here due to insufficient base.

Ref: Q15C. How often are you mandated to work “in-office?”

Q15D. How has your employer’s requirements for in-office work changed over the last year?

# Completely flexible work policies are least prevalent in Ontario



^No responses were received from any of the Territories. Atlantic excluded here due to insufficient base.  
Ref: Q15A. Does your employer have mandated in-office workdays?



# Industry Concerns

# There is general concern for the industry - those in Ontario and Quebec are particularly concerned about the economy

"I am more worried about the industry versus previous years"

**61%**

Strongly agree or agree

Ref: Q33. Advertising has always been a somewhat turbulent industry. How worried are you about the general health of the industry right now compared to previous years?

"Canada's current economic climate has me worried about my job security."

BC

**35%**

Strongly agree or agree

ON

**72%**

Strongly agree or agree

QC

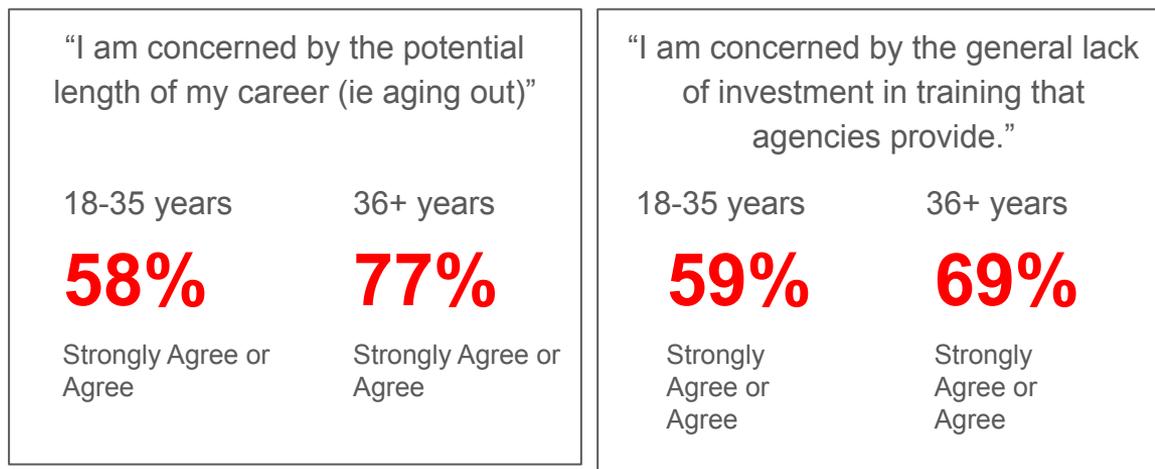
**67%**

Strongly agree or agree

Ref: Q28. We would just like to ask a few questions about your current situation. Please indicate your current level of agreement with each of the following statements on the scale below. Canada's current economic climate has me worried about my job security

## Ageism and lack of training are concerns for all strategists

Perennial industry concerns around aging out and training persist, no matter the age of the strategist



Ref: Q28. We would just like to ask a few questions about your current situation. Please indicate your current level of agreement with each of the following statements on the scale below. It is important to respond according to how you personally feel and not how you think others feel. Averaged results 18-25 and 26-35 years vs 36-45 and 46+

# Focus on DEI is increasing but definitive action is still lagging

While both Visible Minorities and non Visible Minorities believe that concerns for DEI have improved, both groups believe there is opportunity for improvement



Ref: Q24 We all live in Canada but our ancestors come from all over the world. Are you...? Q25. Everyone has different experiences at their place of work. Thinking about yourself, how strongly do you agree or disagree with the following statements about your place of work?

## Key Themes: 2019, 2021, 2023

2019

Not only do gender and race pay gaps exist, they grow with tenure.

2021

Salary gaps are closing.  
Title inflation is becoming increasingly prominent.

2023

Gender and race salary gaps continue to close and in some cases have reversed.

Demand for lifestyle freedom and flexibility are becoming more prevalent.

Concern for the industry and economy is growing.

# The State of Strategy in Canada

Key headlines:

1

Across the board, strategy salaries are trending in a positive direction.

2

Conversations around compensation are becoming increasingly multifaceted.

It's not just about money.

3

Despite the apparent health of strategic planning, it's not immune to larger industry impacts (ie layoffs, downsizing, etc).

That said, the viability of freelance, suggests that strategists may have more latitude than other disciplines.

## Join the APG

**31%**

% of APG revenue that  
funded the 2023/24 APG  
Salary Survey

**24%**

% of APG revenue that  
comes from  
membership fees

If you value community, events, mentorship, thought leadership and salary benchmarks, please support the APG.

Annual membership = \$75 for professionals and \$45 for students

<https://www.apgcanada.ca/join-us/>