

## IIITRODUETIONI

## As the ourtain lifts.

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

Around the world new legislation is being drawn up to solidify the 2020s as "The Age of Pay Transparency". In 2022, the amendments to the Australian Fair Work Act —the "Secure Jobs, Better Pay Bill 2022" has prohibited pay secrecy; the EU parliament approved "The Pay Transparency Directive", the UK government rolled out new gender/ethnicity pay gap reporting schemes, and 17 US states drew up laws around pay transparency.

While some employers are embracing the change, others are looking for ways to avoid being transparent by providing wide, unrealistic pay ranges

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

Our 2023 Salary Guide gives you a window into actual salaries paid across Australia, as well as a transparent look at the pay gaps that still exist.

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IRAIISPARENEY, AND PAV EQUITV
BEQOM, June 21, 2022

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## How To USE the Salant tables

The salary data displayed is based on real-time data and extracted from Aquent's online, real-time salary comparison tool, Compare My Salary.

A total of 8,266 salaries were analysed on 13th December 2022 in order to report the most accurate statistical data for our salary guide.

Salaries provided are base salary only and do not include superannuation or bonuses.

Salaries reported for a given role may vary according to differences in a candidate's skills and level of experience, geography, demand for the role, and the size and complexity of the hiring company.



## Havilility is hing.

During the pandemic, skilled digital marketing, creative, and development talent redefined how work worked for them. Whether that was where they worked, when they worked, or how they worked-the freedom to choose was key.

This salary guide will empower you to ensure wage equity and transparency so you can build your dream team by focusing on the "who", rather than the "when" or "where".

For more insights on how to make remote or hybrid a win-win for talent and organisations refer to our recent report on the future of work Employee Experience 3.0 Part 1.

# " We are on the cusp of a major employee-driven transformation to a whole new way of working. To embraee this future, we need to resed our ilea of normal work to te flexible work. " 

Salanilis by ElppfiIISE

For a full range of base salaries* for over 100 job roles across the digital marketing, creative, and development sectors, please visit our real-time, salary comparison tool, Compare My Salary.

| ROLE | Low | MID | HIGH | Sample Size |
| :---: | :---: | :---: | :---: | :---: |
| ABENBY ABBOUNT MANABEMENI AND STRAIEGY |  |  |  |  |
| General Manager | \$150,000 | \$225,000 | \$318,750 | 158 |
| Client Service Director | \$120,000 | \$150,000 | \$175,000 | 62 |
| Group Account Director | \$132,210 | \$150,000 | \$164,000 | 83 |
| Senior Account Director | \$113,000 | \$124,545 | \$135,000 | 69 |
| Account Director | \$93,000 | \$104,036 | \$120,000 | 120 |
| Senior Account Manager | \$81,364 | \$90,000 | \$110,000 | 140 |
| Account Manager | \$70,000 | \$80,000 | \$99,000 | 191 |
| Account Executive | \$60,000 | \$69,000 | \$80,000 | 54 |
| Head of Strategy | \$155,500 | \$185,000 | \$220,000 | 91 |
| Senior Strategist | \$110,000 | \$125,000 | \$150,000 | 77 |
| Strategist | \$80,000 | \$93,341 | \$116,250 | 40 |
| Junior Strategist | \$60,000 | \$70,000 | \$75,000 | 22 |
| OREATIVE AND DESION |  |  |  |  |
| Creative Director | \$112,500 | \$150,000 | \$217,500 | 178 |
| Design Director | \$105,000 | \$130,000 | \$140,000 | 105 |
| Senior Digital Designer | \$85,000 | \$98,000 | \$110,750 | 168 |
| Digital Designer | \$70,000 | \$75,000 | \$85,000 | 147 |
| Senior Art Director | \$95,000 | \$115,000 | \$120,000 | 45 |
| Art Director | \$85,000 | \$95,000 | \$110,000 | 61 |

[^1]Salanilis by ElppfiIISE

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| RoLE | Low | MID | нIGн | Sample Size |
| :---: | :---: | :---: | :---: | :---: |
| OREAIIVE AND DESIEN (continued) |  |  |  |  |
| Senior Graphic Designer | \$75,750 | \$85,000 | \$95,000 | 436 |
| Graphic Designer | \$60,000 | \$70,000 | \$78,000 | 300 |
| Junior Graphic Designer | \$45,000 | \$52,000 | \$57,000 | 84 |
| Studio Manager | \$88,000 | \$100,000 | \$112,500 | 49 |
| Senior Finished Artist | \$70,000 | \$80,000 | \$90,000 | 51 |
| Finished Artist | \$60,000 | \$62,500 | \$67,000 | 19 |
| Senior UI Designer | \$100,000 | \$120,000 | \$135,000 | 62 |
| UI Designer | \$75,000 | \$90,000 | \$115,000 | 62 |
| OH, UH, AND SERVIGE DESIEN |  |  |  |  |
| Service Design Lead | \$150,000 | \$170,000 | \$240,000 | 182 |
| Senior Service Designer | \$124,998 | \$150,000 | \$160,000 | 55 |
| Service Designer | \$80,000 | \$100,000 | \$120,000 | 85 |
| CX Lead | \$110,500 | \$154,500 | \$184,375 | 74 |
| Senior CX Designer | \$128,750 | \$148,998 | \$165,000 | 26 |
| CX Designer | \$100,000 | \$120,000 | \$140,000 | 64 |
| UX Lead | \$125,000 | \$150,000 | \$190,000 | 223 |
| Senior UX Designer | \$119,996 | \$141,000 | \$165,000 | 318 |
| UX Designer | \$85,000 | \$100,000 | \$130,000 | 339 |
| Senior UX Researcher | \$109,500 | \$135,000 | \$150,000 | 60 |

[^2]Salanilis by ElppfiIISE

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| ROLE | LOW | MID | HIGH | Sample Size |
| :---: | :---: | :---: | :---: | :---: |
| OK, UH, AND SERVIOE DESION (continued) |  |  |  |  |
| UX Researcher | \$88,750 | \$104,490 | \$120,507 | 48 |
| Product Design Lead | \$140,000 | \$160,000 | \$176,250 | 92 |
| Senior Product Designer | \$125,000 | \$140,000 | \$165,000 | 173 |
| Product Designer | \$90,000 | \$115,000 | \$145,000 | 219 |
| DEVELOPMENI AND PRODUCTION |  |  |  |  |
| Head of Digital | \$155,000 | \$195,000 | \$220,000 | 80 |
| Executive Digital Producer | \$135,000 | \$150,000 | \$165,000 | 31 |
| Senior Digital Producer | \$100,000 | \$115,000 | \$130,000 | 75 |
| Digital Producer | \$80,000 | \$85,293 | \$100,000 | 66 |
| Digital Project Manager | \$110,000 | \$135,000 | \$174,250 | 122 |
| Scrum Master | \$120,000 | \$140,000 | \$165,000 | 35 |
| Head of Digital Product | \$150,000 | \$192,500 | \$220,000 | 28 |
| Digital Product Manager | \$120,338 | \$137,500 | \$167,000 | 56 |
| Digital Product Owner | \$120,000 | \$150,000 | \$160,000 | 31 |
| Technical Lead | \$117,500 | \$145,000 | \$170,000 | 63 |
| Senior Front End Developer | \$115,000 | \$140,000 | \$160,000 | 51 |
| Front End Developer | \$79,650 | \$90,000 | \$120,000 | 48 |
| Senior Full-Stack Developer | \$115,500 | \$130,000 | \$151,250 | 63 |
| Full-Stack Developer | \$80,750 | \$90,500 | \$119,000 | 54 |

[^3]Salanilis by Elupfrisis

For a full range of base salaries* for over 100 job roles across the digital marketing, creative, and development sectors, please visit our real-time, salary comparison tool, Compare My Salary.

| ROLE | Low | MID | HIGH | Sample Size |
| :--- | ---: | ---: | ---: | ---: |
| MARHEIING AND GOMMUNIGAIIONS |  |  |  |  |
| Head of Marketing |  |  |  |  |
| Marketing Director | $\$ 150,000$ | $\$ 170,000$ | $\$ 200,000$ | 81 |
| Marketing Manager | $\$ 120,000$ | $\$ 145,000$ | $\$ 191,250$ | 52 |
| Brand Manager | $\$ 100,000$ | $\$ 120,000$ | $\$ 150,000$ | 262 |
| Head of eCommerce | $\$ 85,500$ | $\$ 100,000$ | $\$ 117,500$ | 19 |
| eCommerce Manager | $\$ 160,000$ | $\$ 210,000$ | $\$ 260,000$ | 53 |
| Digital Marketing Manager | $\$ 107,499$ | $\$ 140,000$ | $\$ 155,750$ | 72 |
| Digital Marketing Specialist | $\$ 95,000$ | $\$ 110,001$ | $\$ 130,000$ | 202 |
| Campaign Manager | $\$ 70,000$ | $\$ 80,000$ | $\$ 95,000$ | 123 |
| CRM Marketing Manager | $\$ 76,750$ | $\$ 90,000$ | $\$ 110,000$ | 51 |
| SEO/Optimisation Manager | $\$ 105,000$ | $\$ 120,000$ | $\$ 140,000$ | 40 |
| Email Marketing Specialist | $\$ 80,750$ | $\$ 95,000$ | $\$ 117,250$ | 46 |
| Head of Content | $\$ 78,750$ | $\$ 90,000$ | $\$ 100,036$ | 32 |
| Content Marketing Manager | $\$ 98,750$ | $\$ 119,999$ | $\$ 141,000$ | 64 |
| Content Producer | $\$ 85,000$ | $\$ 100,000$ | $\$ 125,000$ | 64 |
| Senior Copywriter | $\$ 72,500$ | $\$ 85,000$ | $\$ 96,000$ | 75 |
| Copywriter | $\$ 89,500$ | $\$ 105,000$ | $\$ 120,000$ | 91 |
| Head of Social | $\$ 60,000$ | $\$ 70,000$ | $\$ 90,000$ | 41 |
| Social Media Manager | $\$ 110,000$ | $\$ 125,300$ | $\$ 150,000$ | 25 |
| Community Manager | $\$ 65,000$ | $\$ 73,000$ | $\$ 85,000$ | 67 |

[^4]Salaniles by ElppfiIISE

For a full range of base salaries* for over 100 job roles across the digital marketing, creative, and development sectors, please visit our real-time, salary comparison tool, Compare My Salary.

| RoLE | Low | MID | HIGH | Sample Size |
| :---: | :---: | :---: | :---: | :---: |
| MARHETIIM AND COMMMUNILCAIIONS (continued) |  |  |  |  |
| Head of PR and Communications | \$131,000 | \$150,000 | \$175,000 | 37 |
| PR and Communications Manager | \$100,000 | \$120,000 | \$140,000 | 78 |
| Marketing Executive | \$60,750 | \$70,000 | \$85,000 | 74 |
| Marketing Assistant | \$55,000 | \$61,550 | \$68,000 | 36 |
| DAIA AND ANALYTIOS |  |  |  |  |
| Digital Business Analyst | \$88,500 | \$110,000 | \$132,500 | 55 |
| Customer Insights Analyst | \$86,000 | \$107,500 | \$131,250 | 24 |
| Data Scientist | \$120,000 | \$140,000 | \$160,000 | 29 |
| Data Analyst | \$84,150 | \$100,000 | \$120,000 | 88 |
| Paid Search Specialist | \$70,000 | \$80,800 | \$90,000 | 28 |

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Our data reveals that there continues to be a significant salary gap between genders*, with men making $16 \%^{2}$ more than women on average across all digital marketing, creative and development roles.

This is $6.8 \%$ lower than the Workplace Gender Equality Agency's (WGEA) recent data ${ }^{3}$ which reports the pay gap to be 22.8\% for 2021/2022 across all industries

This salary data represents individuals identifying as male and female and reports on annual base salaries (excluding Super) ${ }^{2}$ Aquent's overall salary gap between genders is based on data collected from 1st January 2022 to 13th December 2022 www.wgea.gov.au/data-statistics/data-explorer

## "Lasting changre requires employers to make bolld, rereative choioces that sendi a signal to all employeges that gender equality is a oore parit of their husinuess strategy and a priority..."

Salanilis By GeIIDER

| ROLE | Female |  |  |  | Male |  |  |  | \% Difference <br> Male vs. Female ${ }^{\ddagger}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Low | MID | HIGH | Sample Size | Low | MID | HIGH | Sample Size |  |
| ABENOY ABCOUNT MANABEMENI AND STRATEAV |  |  |  |  |  |  |  |  |  |
| General Manager | \$134,692 | \$196,250 | \$250,000 | 62 | \$175,000 | \$255,000 | \$352,500 | 96 | 29.9\% |
| Client Service Director | \$115,000 | \$150,000 | \$175,000 | 37 | \$120,000 | \$160,000 | \$175,000 | 24 | 6.7\% |
| Group Account Director | \$131,000 | \$150,000 | \$164,000 | 51 | \$138,750 | \$150,000 | \$162,500 | 32 | 0.0\% |
| Senior Account Director | \$107,500 | \$120,000 | \$130,000 | 47 | \$120,000 | \$138,682 | \$175,000 | 22 | 15.6\% |
| Account Director | \$95,000 | \$104,036 | \$117,233 | 80 | \$92,750 | \$102,500 | \$131,250 | 40 | -1.5\% |
| Senior Account Manager | \$80,000 | \$90,000 | \$100,000 | 98 | \$84,000 | \$96,000 | \$121,313 | 42 | 6.7\% |
| Account Manager | \$70,000 | \$77,000 | \$95,000 | 107 | \$70,000 | \$82,000 | \$109,000 | 83 | 6.5\% |
| Account Executive | \$60,000 | \$66,000 | \$80,000 | 32 | \$60,250 | \$70,000 | \$83,250 | 22 | 6.1\% |
| Head of Strategy | \$149,000 | \$167,000 | \$195,000 | 37 | \$160,000 | \$200,000 | \$249,000 | 53 | 19.8\% |
| Senior Strategist | \$109,500 | \$127,500 | \$158,125 | 44 | \$110,000 | \$125,000 | \$150,000 | 32 | -2.0\% |
| Strategist | \$79,250 | \$94,500 | \$124,500 | 18 | \$80,000 | \$93,341 | \$109,750 | 22 | -1.2\% |
| Junior Strategist | \$57,500 | \$70,000 | \$70,000 | 11 | \$60,000 | \$75,000 | \$80,000 | 11 | 7.1\% |
|  |  |  |  |  |  |  |  |  |  |
| OREATIVE AND DESION |  |  |  |  |  |  |  |  |  |
| Creative Director | \$110,000 | \$150,000 | \$265,000 | 65 | \$114,000 | \$150,000 | \$176,250 | 112 | 0.0\% |
| Design Director | \$100,000 | \$120,000 | \$140,000 | 47 | \$116,250 | \$132,500 | \$140,000 | 58 | 10.4\% |
| Senior Digital Designer | \$81,000 | \$94,997 | \$110,000 | 73 | \$90,000 | \$100,000 | \$115,000 | 93 | 5.3\% |
| Digital Designer | \$70,000 | \$75,000 | \$80,500 | 76 | \$68,000 | \$78,000 | \$90,000 | 69 | 4.0\% |
| Senior Art Director | \$94,250 | \$100,000 | \$120,000 | 20 | \$100,000 | \$120,000 | \$120,327 | 24 | 20.0\% |

[^6]Salanlis by GeIIDER


Salanlis by GeIIDER

| ROLE | Female |  |  |  | Male |  |  |  | \% Difference <br> Male vs. Female ${ }^{\ddagger \ddagger}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Low | MID | HIGH | Sample Size | Low | MID | HIGH | Sample Size |  |
| OK, UK AND SERVIEE DESIEN (continued) |  |  |  |  |  |  |  |  |  |
| UX Designer | \$81,500 | \$100,000 | \$120,000 | 172 | \$90,000 | \$125,000 | \$130,000 | 158 | 25.0\% |
| Senior UX Researcher | \$103,750 | \$122,000 | \$140,750 | 40 | \$135,500 | \$150,000 | \$170,000 | 19 | 23.0\% |
| UX Researcher | \$85,000 | \$106,000 | \$120,000 | 37 | \$100,125 | \$102,250 | \$116,245 | 10 | -3.5\% |
| Product Design Lead | \$130,000 | \$150,000 | \$164,500 | 26 | \$143,000 | \$160,000 | \$182,500 | 65 | 6.7\% |
| Senior Product Designer | \$120,000 | \$130,000 | \$140,000 | 57 | \$135,000 | \$155,000 | \$180,000 | 113 | 19.2\% |
| Product Designer | \$85,000 | \$105,000 | \$130,000 | 126 | \$104,050 | \$130,000 | \$160,000 | 88 | 23.8\% |
|  |  |  |  |  |  |  |  |  |  |
| DEVELOPMENI AND PRODUETION |  |  |  |  |  |  |  |  |  |
| Head of Digital | \$153,000 | \$180,000 | \$215,000 | 17 | \$160,000 | \$200,000 | \$235,000 | 60 | 11.1\% |
| Executive Digital Producer | \$132,000 | \$165,000 | \$172,000 | 9 | \$135,250 | \$147,500 | \$160,000 | 22 | - |
| Senior Digital Producer | \$96,363 | \$110,000 | \$120,000 | 37 | \$106,250 | \$120,000 | \$130,000 | 38 | 9.1\% |
| Digital Producer | \$79,000 | \$90,000 | \$100,000 | 39 | \$81,249 | \$85,000 | \$95,000 | 26 | -5.6\% |
| Digital Project Manager | \$101,500 | \$122,500 | \$148,750 | 58 | \$122,500 | \$150,000 | \$180,000 | 63 | 22.5\% |
| Scrum Master | \$113,490 | \$125,000 | \$135,250 | 10 | \$130,000 | \$142,000 | \$168,000 | 25 | 13.6\% |
| Head of Digital Product | \$150,000 | \$172,500 | \$210,000 | 10 | \$151,250 | \$202,500 | \$227,500 | 18 | 17.4\% |
| Digital Product Manager | \$100,000 | \$140,000 | \$160,000 | 19 | \$121,000 | \$134,000 | \$170,000 | 37 | -4.3\% |
| Digital Product Owner | \$122,250 | \$152,000 | \$158,750 | 18 | \$117,000 | \$150,000 | \$160,000 | 13 | -1.3\% |
| Technical Lead | \$100,625 | \$115,000 | \$135,000 | 6 | \$127,000 | \$150,000 | \$171,000 | 55 | - |
|  |  |  |  |  |  |  |  |  |  |

[^7]Salanlis by berlider

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| ROLE | Female |  |  |  | Male |  |  |  | \% Difference <br> Male vs. Female ${ }^{\ddagger \ddagger}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Low | MID | HIGH | Sample Size | Low | MID | HIGH | Sample Size |  |
| MARHETINE AND BOMMUNIEATIONS (continued) |  |  |  |  |  |  |  |  |  |
| Head of Content | \$97,500 | \$110,000 | \$130,000 | 43 | \$98,250 | \$132,500 | \$165,000 | 20 | 20.5\% |
| Content Marketing Manager | \$85,000 | \$98,000 | \$121,250 | 48 | \$78,000 | \$105,000 | \$125,250 | 16 | 7.1\% |
| Content Producer | \$75,000 | \$87,275 | \$105,623 | 46 | \$66,000 | \$79,875 | \$89,992 | 29 | -8.5\% |
| Senior Copywriter | \$86,000 | \$100,000 | \$120,000 | 65 | \$95,000 | \$105,000 | \$123,000 | 25 | 5.0\% |
| Copywriter | \$60,000 | \$70,000 | \$89,300 | 31 | \$63,159 | \$70,000 | \$88,000 | 10 | 0.0\% |
| Head of Social | \$108,750 | \$121,150 | \$142,500 | 12 | \$112,000 | \$130,000 | \$150,000 | 13 | 7.3\% |
| Social Media Manager | \$65,000 | \$73,000 | \$85,000 | 49 | \$63,350 | \$75,000 | \$81,000 | 17 | 2.7\% |
| Community Manager | \$55,000 | \$70,000 | \$78,450 | 11 | \$90,000 | \$90,000 | \$115,000 | 5 | - |
| Head of PR and Communications | \$130,000 | \$145,000 | \$160,000 | 27 | \$170,000 | \$172,500 | \$192,750 | 10 | 19.0\% |
| PR and Communications Manager | \$100,000 | \$119,500 | \$134,250 | 58 | \$91,749 | \$137,000 | \$146,250 | 20 | 14.6\% |
| Marketing Executive | \$65,000 | \$70,000 | \$85,000 | 49 | \$60,000 | \$70,000 | \$82,500 | 25 | 0.0\% |
| Marketing Assistant | \$55,000 | \$60,000 | \$67,500 | 27 | \$55,750 | \$65,000 | \$70,000 | 8 | - |
|  |  |  |  |  |  |  |  |  |  |
| DATA AND ANALYTIES |  |  |  |  |  |  |  |  |  |
| Digital Business Analyst | \$80,000 | \$93,500 | \$122,500 | 19 | \$90,000 | \$115,998 | \$135,750 | 36 | 24.1\% |
| Customer Insights Analyst | \$68,750 | \$85,000 | \$106,250 | 12 | \$109,875 | \$130,000 | \$146,250 | 12 | 52.9\% |
| Data Scientist | \$100,000 | \$120,000 | \$120,000 | 5 | \$120,000 | \$143,000 | \$171,750 | 24 | - |
| Data Analyst | \$80,000 | \$95,000 | \$114,750 | 31 | \$85,000 | \$100,000 | \$120,000 | 57 | 5.3\% |
| Paid Search Specialist | \$77,250 | \$85,000 | \$92,500 | 11 | \$60,000 | \$80,000 | \$85,000 | 17 | -5.9\% |

[^8]


## Level up and presss play.

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

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

| TODAY: |  | FUTURE: |  |
| :--- | ---: | :--- | :--- |
| UX Designer | $\$ 130,000$ | UX Developer | $\$ 189,000$ |
| Digital Designer | $\$ 85,000$ | Technical Artist | $\$ 138,000$ |
| Graphic Designer | $\$ 78,000$ | Concept Artist | $\$ 108,000$ |
| Social Media Manager | $\$ 85,000$ | Community Manager | $\$ 100,000$ |

[^9] how organisations can begin taking advantage of opportunities today

[^10]
# "With the metaverse expected to frow up to \$S trillion by 2030, companies and talent who are sitting on the sidelines will miss out on new oppoctunitiles." 




[^0]:    'New Research Reveals Job Seekers Are Easily Swayed Into New Roles, Craving Flexibility, Transparency, and Pay Equity
    BEQOM, June 21, 2022

[^1]:    "Annual base salaries (excluding Super)

[^2]:    'Annual base salaries (excluding Super).

[^3]:    'Annual base salaries (excluding Super)

[^4]:    'Annual base salaries (excluding Super)

[^5]:    'Annual base salaries (excluding Super).

[^6]:    \#\# \% difference compares median salaries. e.g. $+25 \%$ indicates the median salary for males is $25 \%$ higher than the female median
    To ensure that statistics are not skewed, where the sample data size is less than 10 , we have not shown the salary difference

[^7]:    $\ddagger \ddagger$ difference compares median salaries. e.g. $+25 \%$ indicates the median salary for males is $25 \%$ higher than the female median
    To ensure that statistics are not skewed, where the sample data size is less than 10 , we have not shown the salary difference.

[^8]:    \#\# \% difference compares median salaries. e.g. $+25 \%$ indicates the median salary for males is $25 \%$ higher than the female median
    To ensure that statistics are not skewed, where the sample data size is less than 10 , we have not shown the salary difference..

[^9]:    With the metaverse expected to grow up to $\$ 5$ trillion by $2030^{4}$, companies and talent who are sitting on the sidelines will miss out on new opportunities. To learn more about the metaverse, read our Employee Experience 3.0 Part 1 report, where we collaborated with a future of work expert to explore

[^10]:    "Value creation in the metaverse, McKinsey \& Company, June 2022
    Comparison uses "high" salary range, representing top quartile of earners.

