

AQUENT

2023 AUSTRALIAN SALARY GUIDE

INTRODUCTION

As the curtain 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.

New Research Reveals Job Seekers Are Easily Swayed Into New Roles, Craving Flexibility, Transparency, and Pay Equity, BEQOM, June 21, 2022

" 84% of job seekers were more likely to apply to a position if it listed a salary range."



BEQOM, June 21, 2022

BROWSE SALARIES BY:



HOW TO USE THE SALARY TABLES

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

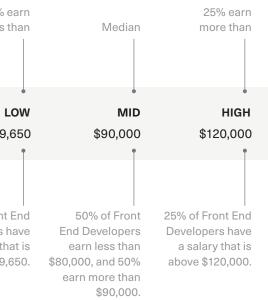
A total of 8,266 salaries were analysed on 13th December 2022 in order to report the most accurate statistical data for our salary guide.

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.

Position / Title	25% less
•	
ROLE	
Front End Developer	\$79

25% of Front End Developers have a salary that is below \$79,650.







Flexibility is king.

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. 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, <u>Employee Experience 3.0 Part 1</u>.

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".

"We are on the cusp of a major employee-driven transformation to a whole new way of working. To embrace this future, we need to reset our idea of normal work to be flexible work."



Swinburne Edge Report

SWINBURNE UNIVERSITY OF TECHNOLOGY. AUSTRALIA

Reset, Restore, Reframe - Making Fair Work FlexWork - A Deloitte and

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, <u>Compare My Salary</u>.

ROLE	LOW	
AGENCY ACCOUNT MANAGEMENT AND STRATEGY		
General Manager	\$150,000	;
Client Service Director	\$120,000	;
Group Account Director	\$132,210	:
Senior Account Director	\$113,000	
Account Director	\$93,000	:
Senior Account Manager	\$81,364	
Account Manager	\$70,000	
Account Executive	\$60,000	
Head of Strategy	\$155,500	:
Senior Strategist	\$110,000	
Strategist	\$80,000	
Junior Strategist	\$60,000	
CREATIVE AND DESIGN		
Creative Director	\$112,500	;
Design Director	\$105,000	:
Senior Digital Designer	\$85,000	
Digital Designer	\$70,000	
Senior Art Director	\$95,000	
Art Director	\$85,000	

V	MID	HIGH	Sample Size
`	\$225 000	\$010.7E0	150
0	\$225,000	\$318,750	158
0	\$150,000	\$175,000	62
D	\$150,000	\$164,000	83
0	\$124,545	\$135,000	69
0	\$104,036	\$120,000	120
4	\$90,000	\$110,000	140
0	\$80,000	\$99,000	191
D	\$69,000	\$80,000	54
D	\$185,000	\$220,000	91
D	\$125,000	\$150,000	77
0	\$93,341	\$116,250	40
D	\$70,000	\$75,000	22

\$150,000	\$217,500	178
\$130,000	\$140,000	105
\$98,000	\$110,750	168
\$75,000	\$85,000	147
\$115,000	\$120,000	45
\$95,000	\$110,000	61

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, <u>Compare My Salary</u>.

ROLE	LOW
CREATIVE AND DESIGN (continued)	
Senior Graphic Designer	\$75,750
Graphic Designer	\$60,000
Junior Graphic Designer	\$45,000
Studio Manager	\$88,000
Senior Finished Artist	\$70,000
Finished Artist	\$60,000
Senior UI Designer	\$100,000
UI Designer	\$75,000
GX, UX, AND SERVICE DESIGN	
Service Design Lead	\$150,000
Senior Service Designer	\$124,998
Service Designer	\$80,000
CX Lead	\$110,500
Senior CX Designer	\$128,750
CX Designer	\$100,000
UX Lead	\$125,000
Senior UX Designer	\$119,996
UX Designer	\$85,000
Senior UX Researcher	\$109,500

MID	HIGH	Sample Size
\$85,000	\$95,000	436
\$70,000	\$78,000	300
\$52,000	\$57,000	84
\$100,000	\$112,500	49
\$80,000	\$90,000	51
\$62,500	\$67,000	19
\$120,000	\$135,000	62
\$90,000	\$115,000	62

)	\$170,000	\$240,000	182
3	\$150,000	\$160,000	55
)	\$100,000	\$120,000	85
)	\$154,500	\$184,375	74
)	\$148,998	\$165,000	26
)	\$120,000	\$140,000	64
)	\$150,000	\$190,000	223
6	\$141,000	\$165,000	318
)	\$100,000	\$130,000	339
)	\$135,000	\$150,000	60

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, <u>Compare My Salary</u>.

ROLE	LOW
CX, UX, AND SERVICE DESIGN (continued)	
UX Researcher	\$88,750
Product Design Lead	\$140,000
Senior Product Designer	\$125,000
Product Designer	\$90,000
DEVELOPMENT AND PRODUCTION	
Head of Digital	\$155,000
Executive Digital Producer	\$135,000
Senior Digital Producer	\$100,000
Digital Producer	\$80,000
Digital Project Manager	\$110,000
Scrum Master	\$120,000
Head of Digital Product	\$150,000
Digital Product Manager	\$120,338
Digital Product Owner	\$120,000
Technical Lead	\$117,500
Senior Front End Developer	\$115,000
Front End Developer	\$79,650
Senior Full-Stack Developer	\$115,500
Full-Stack Developer	\$80,750

MID	HIGH	Sample Size
\$104,490	\$120,507	48
\$160,000	\$176,250	92
\$140,000	\$165,000	173
\$115,000	\$145,000	219

\$195,000	\$220,000	80
\$150,000	\$165,000	31
\$115,000	\$130,000	75
\$85,293	\$100,000	66
\$135,000	\$174,250	122
\$140,000	\$165,000	35
\$192,500	\$220,000	28
\$137,500	\$167,000	56
\$150,000	\$160,000	31
\$145,000	\$170,000	63
\$140,000	\$160,000	51
\$90,000	\$120,000	48
\$130,000	\$151,250	63
\$90,500	\$119,000	54

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, <u>Compare My Salary</u>.

ROLE	LOW	
MARKETING AND COMMUNICATIONS		
Head of Marketing	\$150,000	
Marketing Director	\$120,000	
Marketing Manager	\$100,000	
Brand Manager	\$85,500	
Head of eCommerce	\$160,000	
eCommerce Manager	\$107,499	
Digital Marketing Manager	\$95,000	
Digital Marketing Specialist	\$70,000	
Campaign Manager	\$76,750	
CRM Marketing Manager	\$105,000	
SEO/Optimisation Manager	\$80,750	
Email Marketing Specialist	\$78,750	
Head of Content	\$98,750	
Content Marketing Manager	\$85,000	
Content Producer	\$72,500	
Senior Copywriter	\$89,500	
Copywriter	\$60,000	
Head of Social	\$110,000	
Social Media Manager	\$65,000	
Community Manager	\$65,000	

HIGH Sam	ню	MID
),000	\$200,00	\$170,000
,250	\$191,2	\$145,000
),000	\$150,00	\$120,000
7,500	\$117,50	\$100,000
),000	\$260,00	\$210,000
5,750	\$155,75	\$140,000
),000	\$130,00	\$110,001
5,000	\$95,00	\$80,000
),000	\$110,00	\$90,000
),000	\$140,00	\$120,000
7,250	\$117,25	\$95,000
),036	\$100,03	\$90,000
,000	\$141,00	\$119,999
5,000	\$125,00	\$100,000
6,000	\$96,00	\$85,000
),000	\$120,00	\$105,000
),000	\$90,00	\$70,000
),000	\$150,00	\$125,300
5,000	\$85,00	\$73,000
),000	\$90,00	\$74,000

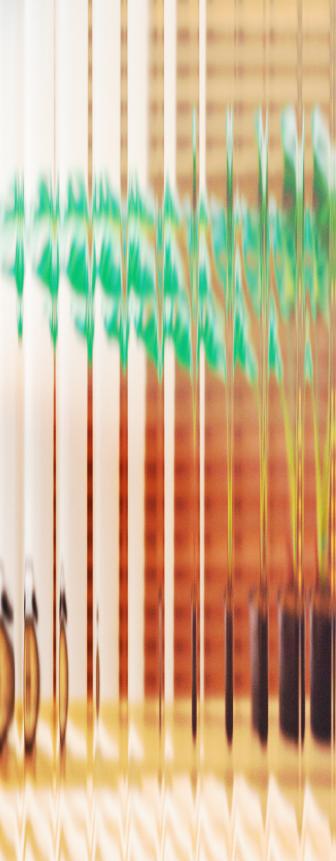
For a full range of base salaries* for over 100 job roles across the digital marketing, creative, and development sectors, please visit our real-time, salary comparison tool, <u>Compare My Salary</u>.

ROLE	LOW
MARKETING AND COMMUNICATIONS (continued)	
Head of PR and Communications	\$131,000
PR and Communications Manager	\$100,000
Marketing Executive	\$60,750
Marketing Assistant	\$55,000
DATA AND ANALYTIGS	
Digital Business Analyst	\$88,500
Customer Insights Analyst	\$86,000
Data Scientist	\$120,000
Data Analyst	\$84,150
Paid Search Specialist	\$70,000

MID	HIGH	Sample Size
\$150,000	\$175,000	37
\$120,000	\$140,000	78
\$70,000	\$85,000	74
\$61,550	\$68,000	36

\$110,000	\$132,500	55
\$107,500	\$131,250	24
\$140,000	\$160,000	29
\$100,000	\$120,000	88
\$80,800	\$90,000	28







A clear barrier to equal.

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 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. ³ www.wgea.gov.au/data-statistics/data-explorer

This is 6.8% lower than the Workplace Gender Equality Agency's (WGEA) recent data³ which reports the pay gap to be 22.8% for 2021/2022 across all industries.

" Lasting change requires employers to make bold, creative choices that send a signal to all employees that gender equality is a core part of their business strategy and a priority..."



per-cent



genda.com.au/latest/the-gender-pay-gap-has-stagnated-at-22-8-

		Fen	nale			Ма	ale		% Difference
ROLE	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	Male vs. Female #
AGENCY ACCOUNT MANAGEMENT AND STRATEGY									
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%
CREATIVE AND DESIGN									
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%

[#] % 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.

		Fer	nale			Ма	ale		% Difference
ROLE	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	Male vs. Female ‡
CREATIVE AND DESIGN (continued)									
Art Director	\$80,000	\$90,000	\$100,000	37	\$98,375	\$108,000	\$125,000	24	20.0%
Senior Graphic Designer	\$76,000	\$85,000	\$92,625	260	\$75,000	\$85,000	\$100,000	172	0.0%
Graphic Designer	\$60,000	\$70,000	\$78,000	209	\$60,000	\$70,000	\$75,000	86	0.0%
Junior Graphic Designer	\$40,000	\$50,000	\$55,000	45	\$50,000	\$55,000	\$59,000	37	10.0%
Studio Manager	\$84,000	\$95,000	\$112,500	29	\$92,000	\$100,000	\$112,500	20	5.3%
Senior Finished Artist	\$70,000	\$75,000	\$90,000	24	\$70,000	\$84,000	\$90,750	26	12.0%
Finished Artist	\$62,000	\$62,500	\$70,000	9	\$57,720	\$62,210	\$65,000	10	
Senior UI Designer	\$100,000	\$120,000	\$131,500	27	\$100,000	\$116,600	\$135,000	35	-2.8%
UI Designer	\$80,000	\$92,000	\$120,000	27	\$75,000	\$90,000	\$106,009	35	-2.2%
CX, UX AND SERVICE DESIGN									
Service Design Lead	\$130,000	\$160,000	\$188,999	86	\$154,250	\$200,000	\$260,000	94	25.0%
Senior Service Designer	\$121,249	\$145,000	\$160,000	30	\$125,000	\$150,000	\$155,000	25	3.5%
Service Designer	\$80,250	\$96,500	\$118,750	58	\$75,000	\$100,000	\$140,000	25	3.6%
CX Lead	\$100,000	\$157,498	\$191,250	36	\$118,500	\$152,000	\$180,000	38	-3.5%
Senior CX Designer	\$120,000	\$160,000	\$180,000	13	\$140,000	\$148,000	\$162,900	13	-7.5%
CX Designer	\$90,000	\$113,000	\$160,000	33	\$110,000	\$140,000	\$160,000	31	23.9%
UX Lead	\$104,000	\$145,500	\$161,125	92	\$130,000	\$150,000	\$178,000	129	3.1%
Senior UX Designer	\$110,000	\$129,000	\$140,000	115	\$125,000	\$141,000	\$165,000	201	9.30%

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		Fen	nale			Ма	ale		% Difference
ROLE	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	Male vs. Female ##
CX, UX AND SERVICE DESIGN (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%
DEVELOPMENT AND PRODUCTION									
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	

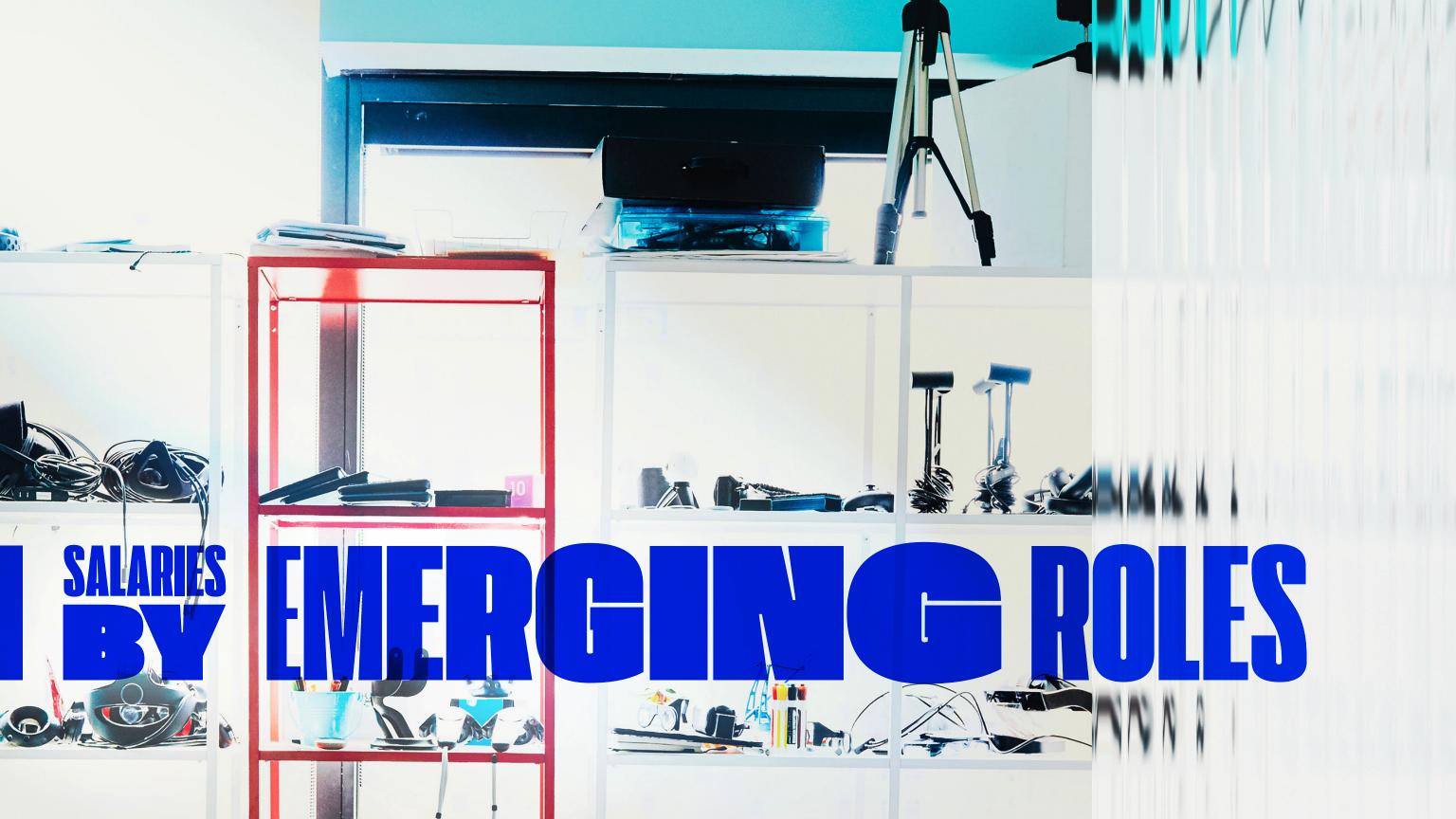
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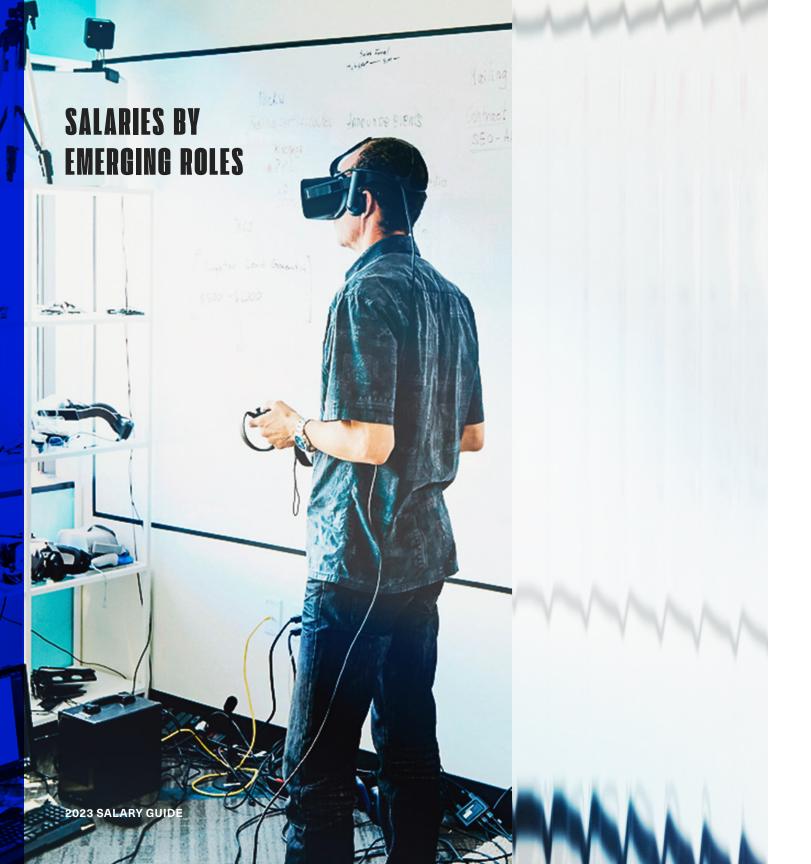
OLE						Ма			% Difference
	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	Male vs. Female #
EVELOPMENT AND PRODUCTION (continued)									
enior Front End Developer	\$146,250	\$157,500	\$168,750	2	\$109,600	\$140,000	\$157,000	48	-
ront End Developer	\$74,250	\$102,500	\$121,000	10	\$80,000	\$89,000	\$117,500	38	-13.2%
enior Full-Stack Developer	\$103,000	\$114,000	\$120,500	7	\$120,000	\$130,000	\$152,980	55	-
ull-Stack Developer	\$82,250	\$95,500	\$112,250	16	\$80,000	\$90,000	\$120,000	37	-5.8%
ARKETING AND COMMUNICATIONS									
ead of Marketing	\$155,000	\$180,000	\$220,000	41	\$142,250	\$160,000	\$180,000	40	-11.1%
larketing Director	\$117,500	\$140,000	\$177,500	30	\$122,500	\$160,000	\$243,500	22	14.3%
larketing Manager	\$90,000	\$116,000	\$140,000	165	\$120,000	\$140,000	\$169,000	95	20.7%
rand Manager	\$81,000	\$95,000	\$115,000	13	\$94,500	\$105,000	\$115,000	4	-
ead of eCommerce	\$157,500	\$183,250	\$250,000	10	\$160,000	\$210,000	\$260,000	43	14.6%
Commerce Manager	\$97,000	\$130,000	\$150,000	22	\$117,500	\$142,500	\$160,000	48	9.6%
igital Marketing Manager	\$90,775	\$110,000	\$130,000	106	\$96,594	\$115,000	\$130,000	95	4.6%
igital Marketing Specialist	\$75,000	\$81,500	\$94,000	73	\$70,000	\$79,000	\$96,500	50	-3.1%
ampaign Manager	\$82,250	\$99,000	\$110,000	36	\$75,000	\$84,996	\$105,000	15	-14.2%
RM Marketing Manager	\$111,375	\$125,000	\$138,500	20	\$101,750	\$116,000	\$140,000	20	-7.2%
EO/Optimisation Manager	\$90,000	\$110,000	\$120,000	13	\$80,000	\$93,000	\$106,250	32	-15.5%
mail Marketing Specialist	\$74,250	\$90,000	\$100,036	12	\$80,000	\$85,000	\$110,000	17	-5.6%

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		Fen	nale			Ма	ale		% Difference
ROLE	LOW	MID	HIGH	Sample Size	LOW	MID	HIGH	Sample Size	Male vs. Female #
MARKETING AND COMMUNICATIONS (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 ANALYTICS									
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%

[#] % 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..





Level up and press play.

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

	FUTURE
\$130,000	UX Dev
\$85,000	Techni
\$78,000	Conce
\$85,000	Comm
	\$85,000 \$78,000

With the metaverse expected to grow up to \$5 trillion by 2030⁴, 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 how organisations can begin taking advantage of opportunities today.

⁴Value creation in the metaverse, McKinsey & Company, June 2022 ^{*}Comparison uses "high" salary range, representing top quartile of earners.

E':	
eveloper	\$189,000
nical Artist	\$138,000
ept Artist	\$108,000
nunity Manager	\$100,000

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

VALUE CREATION IN THE METAVERSE

McKinsey & Company, June 2022

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