



IAB Canada Barometer Report

The Currency of Talent

April 2022

Discussion Guide

Powerful Digital Leadership

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About the Barometer Report

Engaging IAB Canada Members Across all Stakeholder Groups

IAB Canada Barometer reports are conducted throughout the year to poll our membership on pressing industry issues.

This is the 4th Annual Currency of Talent report probing the industry on the general state of the workforce, assessing key priorities and polling for best practices on recruiting methods.

This year's report includes insights on "back to the office" policies for the industry.

The Currency of Talent

The “Great Resignation”? Or “Normal”

Since 2015, IAB Canada has been keeping an eye on the currency of talent in the online advertising sector. Over the years, we have been tracking increased pressure on the sector to recruit and train for a constantly changing media landscape.

What makes this year’s reporting so fascinating is that it provides a first glimpse of the impact Covid-19 has had on the way we work. The results point to long-present issues that have finally come to a head during the two-year health crisis.

Work/life balance and mental health have taken their toll and, as a result, we have seen high-value talent exiting the sector. With inflation and unprecedented (in many cases unwarranted) salary expectations on the rise, the sector is now forced to do what it does best – assess, re-architect and innovate to bring the industry back into a sustainable balance.

As always, we are deeply appreciative of the member engagement on this topic and are grateful for the responses we received to bring you this report. We hope you find the contents insightful and that the outputs that follow in the coming weeks will help as the industry recalibrates to a “normal” that sees all stakeholders thriving.

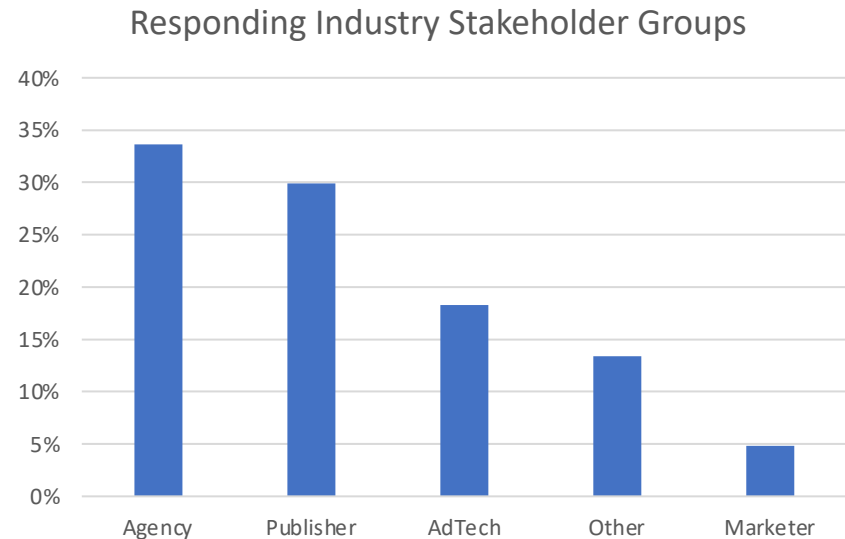
Sonia Carreno



Currency of Talent Respondents

Strong representation across all four stakeholder groups

- 120 Respondents
- Over 90% were Director level & higher
- Almost 70% of respondents are involved in the hiring process at their organization



*other consists of a blend of research, non-profits organizations and other practices like law firms

Key Highlights

The Currency of Talent in 2022

Staffing Shortages – Top Priority

Mental Health & Burn-Out as contributing factors to movement in the industry

Hybrid models are coming – the days of rigid in-office requirements are over while the industry re-thinks remote collaboration models

Highly skilled talent is very challenging to find – adding pressure to post-secondary institutions to up their curriculum. Interns continue to be a hot commodity for entry-level staffing

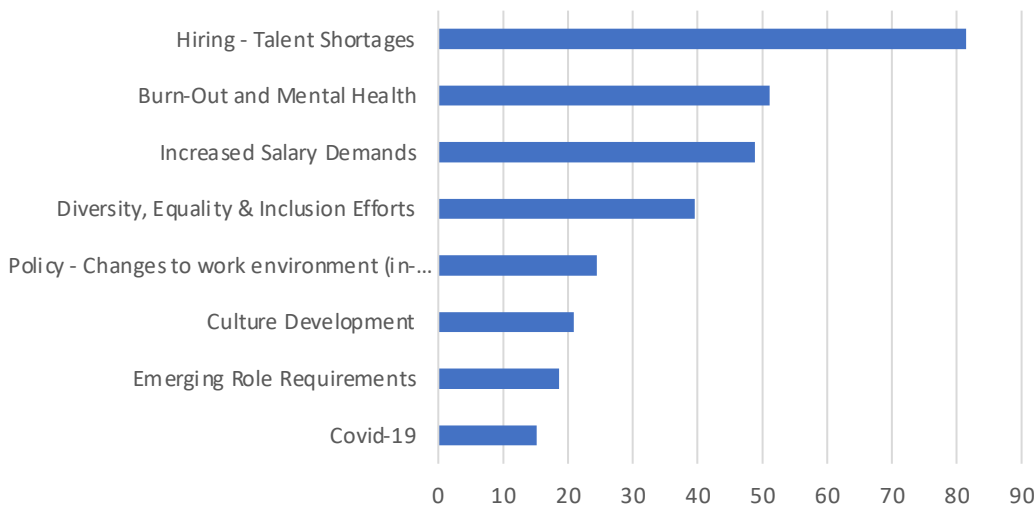
Data analysts and individuals who are able to develop and tell the story behind data are increasingly sought after

Positive movement on the DEI front – most organizations have implemented policies and are actively training their teams

Key Priorities for 2022

Talent shortage, mental health & increasing costs top priorities in 2022

Top Priorities for 2022 - By Top 3



- When asked about general level of concern around securing talent in 2022 - the average response was 6.9/10
- Further explored and confirmed through initial IAB Council discussions across stakeholder groups
- Increasing demands in an employee market is putting pressure on all groups with far-reaching impacts to margins and potentially expenditures in media

*Top concerns as ranked by respondents

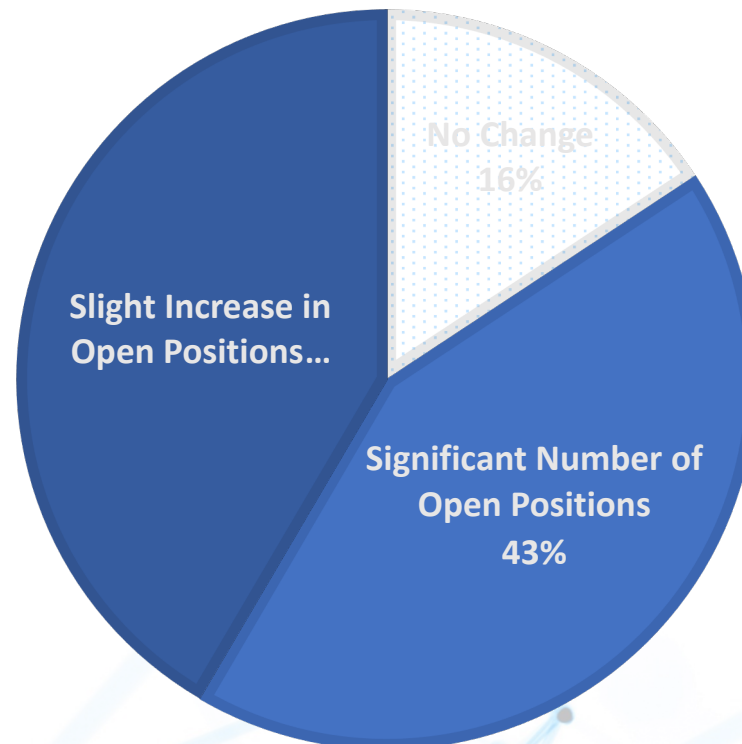
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Recruiting for Digital Media in 2022

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Open Positions

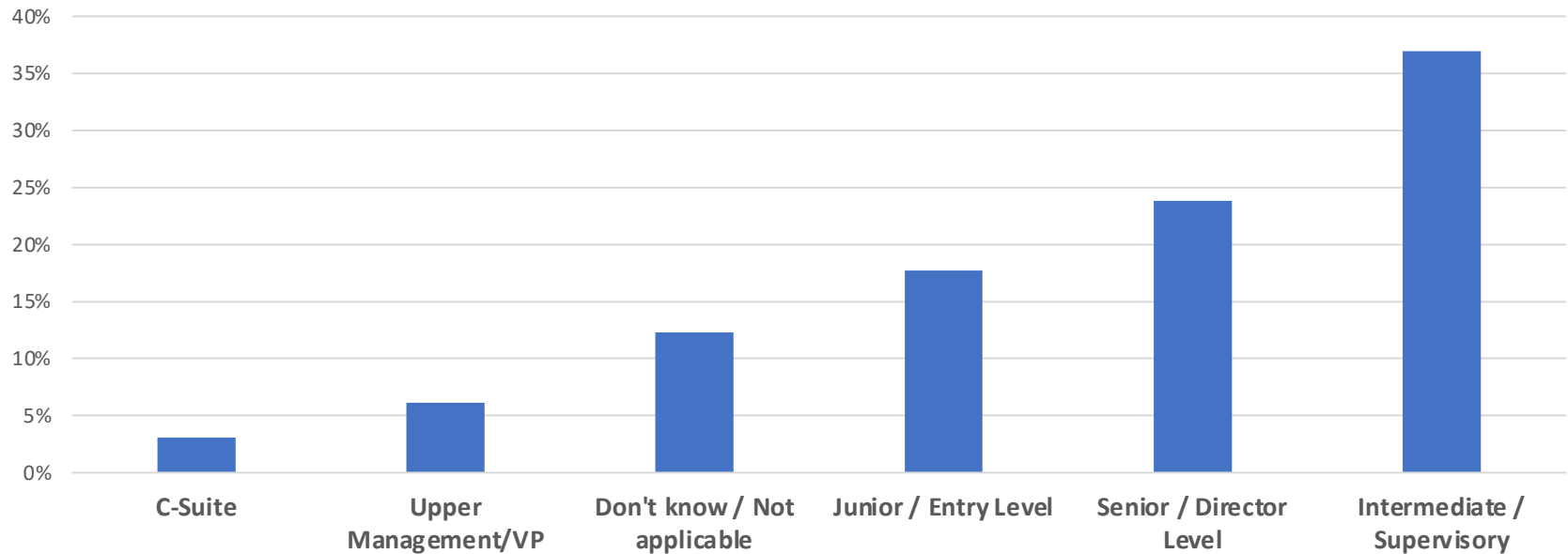
86% Indicate a lift in open positions – 43% state a significant increase. “The Great Resignation”, as discussed in IAB Canada Council meetings, is largely fueled by salary increases which have reached unprecedented levels – some indicating 30% salary jumps in the past year across all roles. Concerningly, the increases are not necessarily congruent to skills acquired.



Open Positions

Mid-level, in the trench personnel, is in high demand.

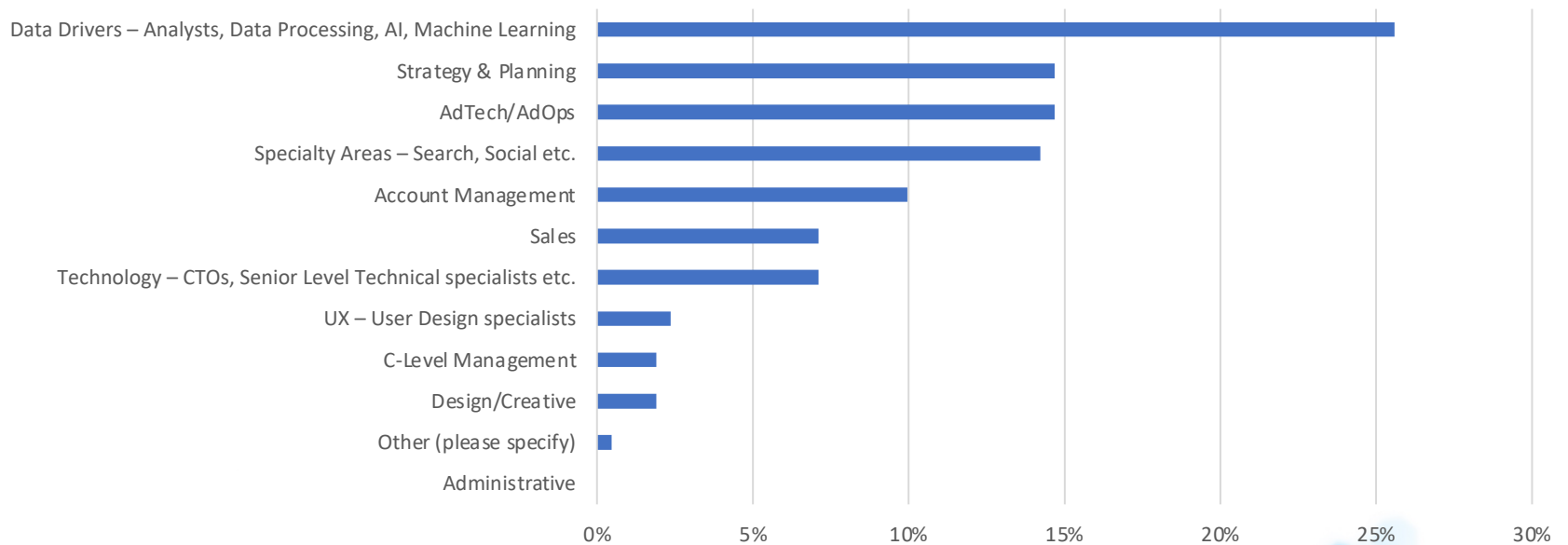
Types of Positions Open 2022



Open Positions (cont'd)

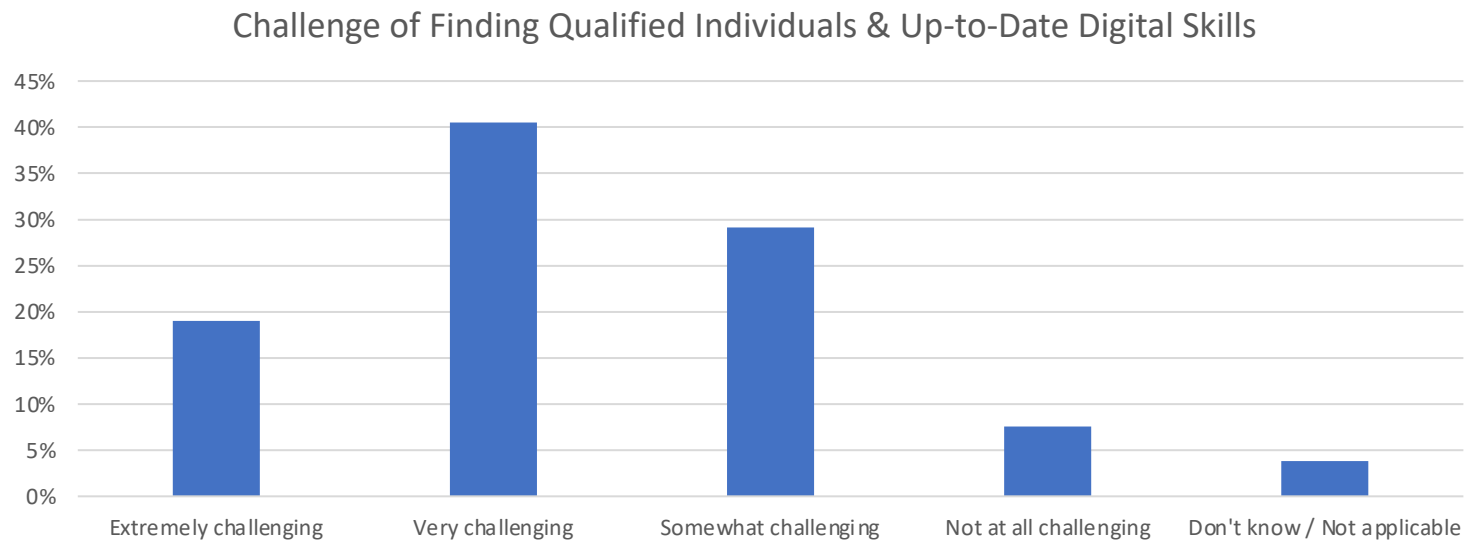
Data specialists, strategic planning, and hands-on AdOps/Search placement are high-value skill sets in 2022.

In-Demand Digital Roles/Skillsets 2022



Skilled Talent – Difficult to Find

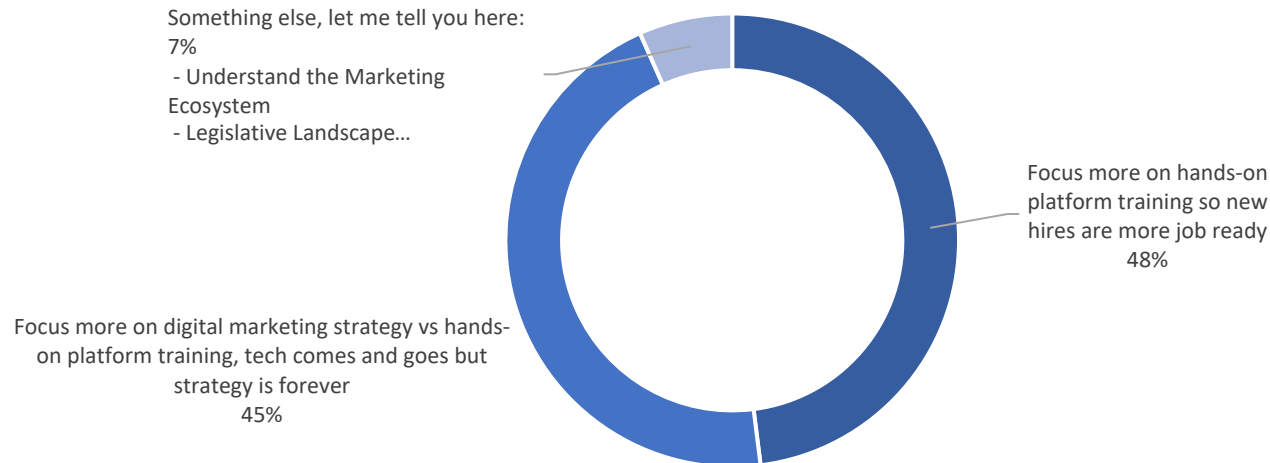
Almost 60% feel that finding qualified individuals with up-to-date skills is challenging.



Advice for Post-Secondary Educators

Almost an even split on higher demand for hands-on and strategy as areas of focus.

Advice for Post Secondary Schools

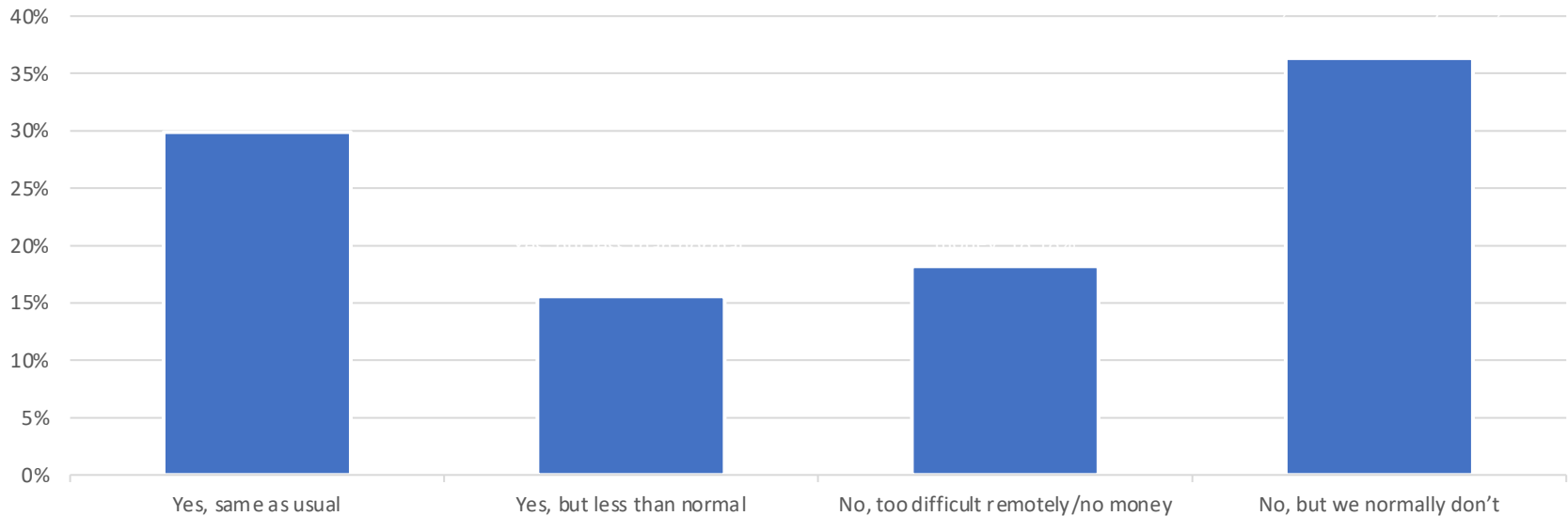


- Council meeting discussions across the stakeholder groups indicated a strong need to find individuals who can “tell the story behind the data”
- The rapid changing landscape requires on-going training for existing staff as well as the entry-level

Internships

Over 30% cite a decrease in internship placements – remote work is a contributing factor.

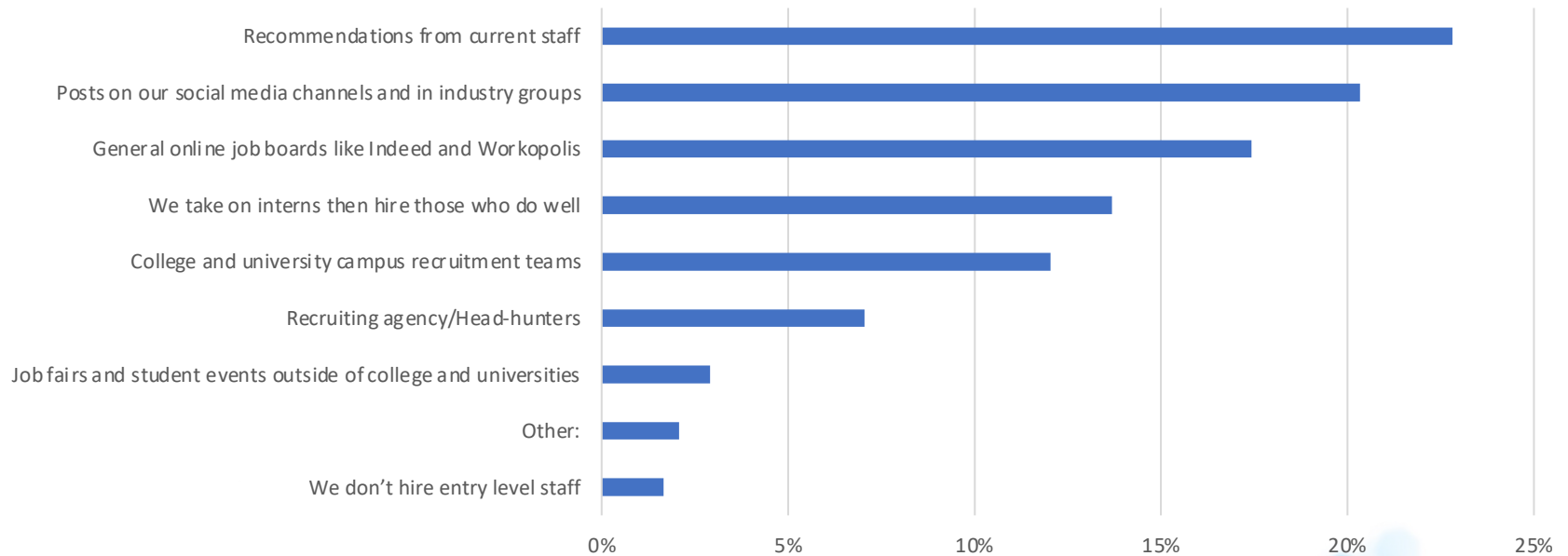
Employed Interns in the past 12 Months?



Approaches to Recruiting Entry Level Staff

Current staff recommendations are popular with online posts a close second. Interns provide a great source of potential entry-level candidacy.

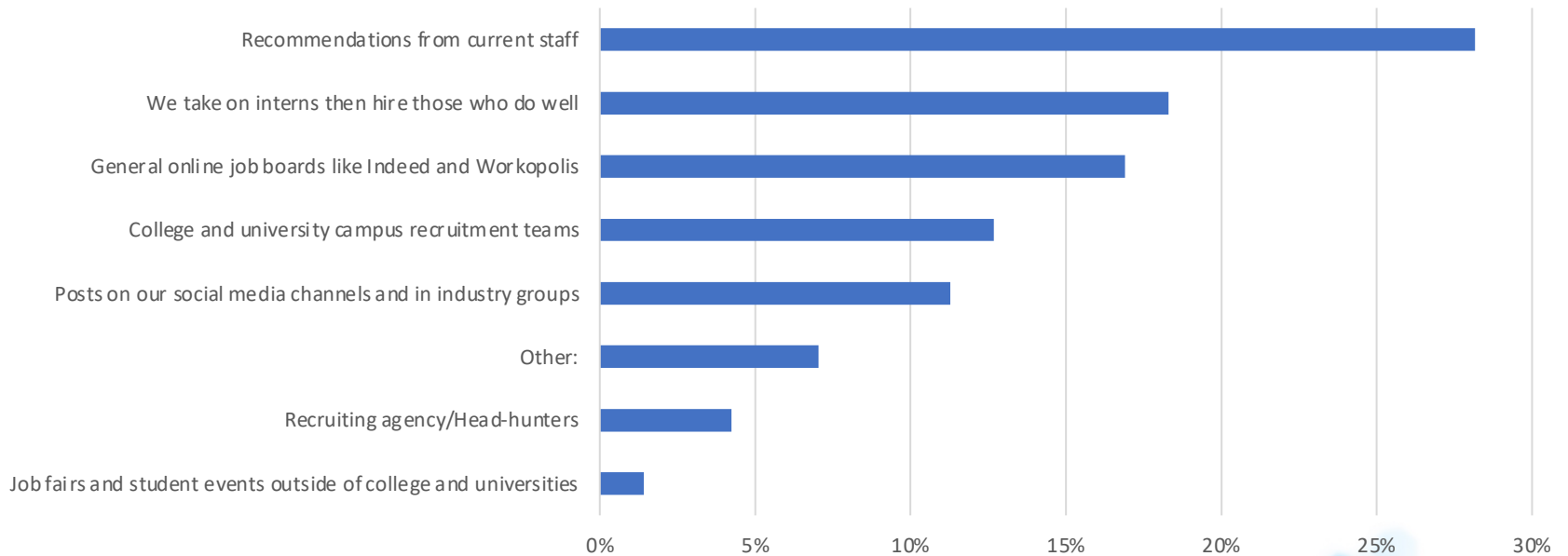
Approach to Hiring Entry Level Staff 2022



Most Effective Recruitment Methods

When asked to select the single most effective method of recruitment, the results showed familiarity as a key driving force – a referral or an intern with some observed experience.

Most Successful Approaches to Hiring Entry Level 2022



Assessing Moral & Defining “Normal”

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Current State of Moral

Mental health is indicated as a major concern and 65% agree they are working more hours than pre-pandemic. On a positive note, 49% agree that work/life balance has improved. There is some contention – 43% disagree with staff being more productive working from home while many strongly agree that the opposite is true.

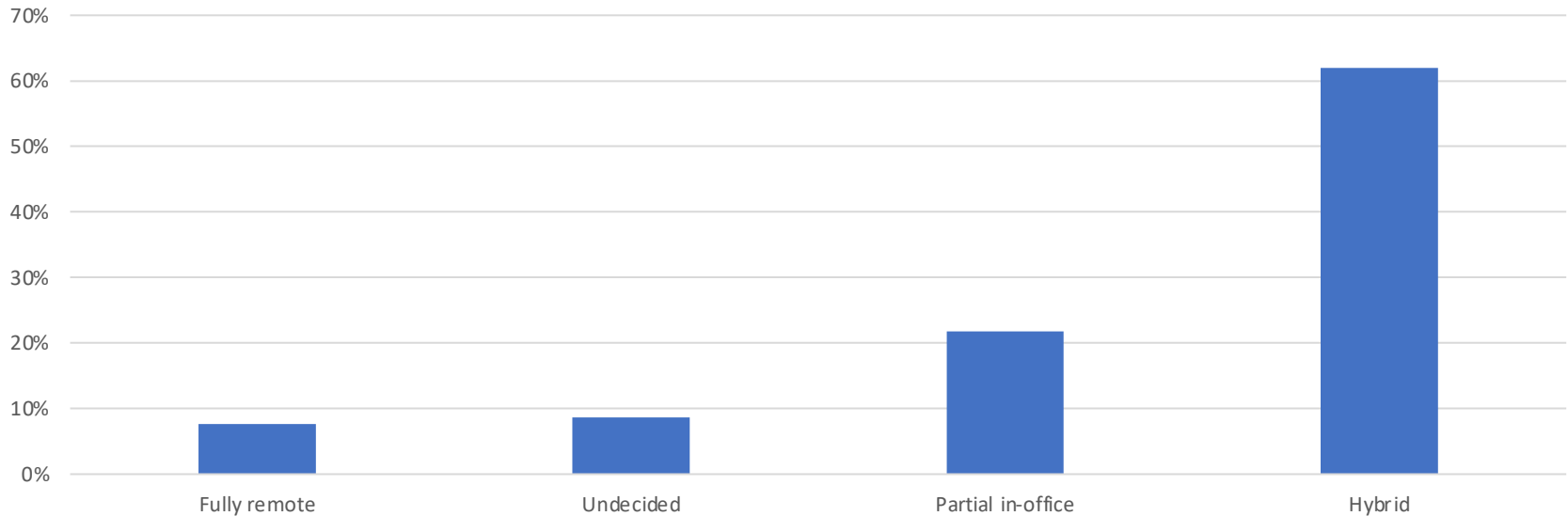
State of the Workforce	Disagree	Agree	Neutral
Staff feels 'burnt out' / more stressed	13	73	14
Staff is working longer /more hours	15	65	20
Staff is less engaged	24	61	15
Staff communicates better than before	4	60	36
Work/life balance has improved	20	49	31
Staff is more productive working from home	43	28	29

*Bold Indicates 10+% "Feels Strongly"

Defining “Normal” in 2022

62% of businesses are operating on a hybrid model with under 8% operating fully remotely.

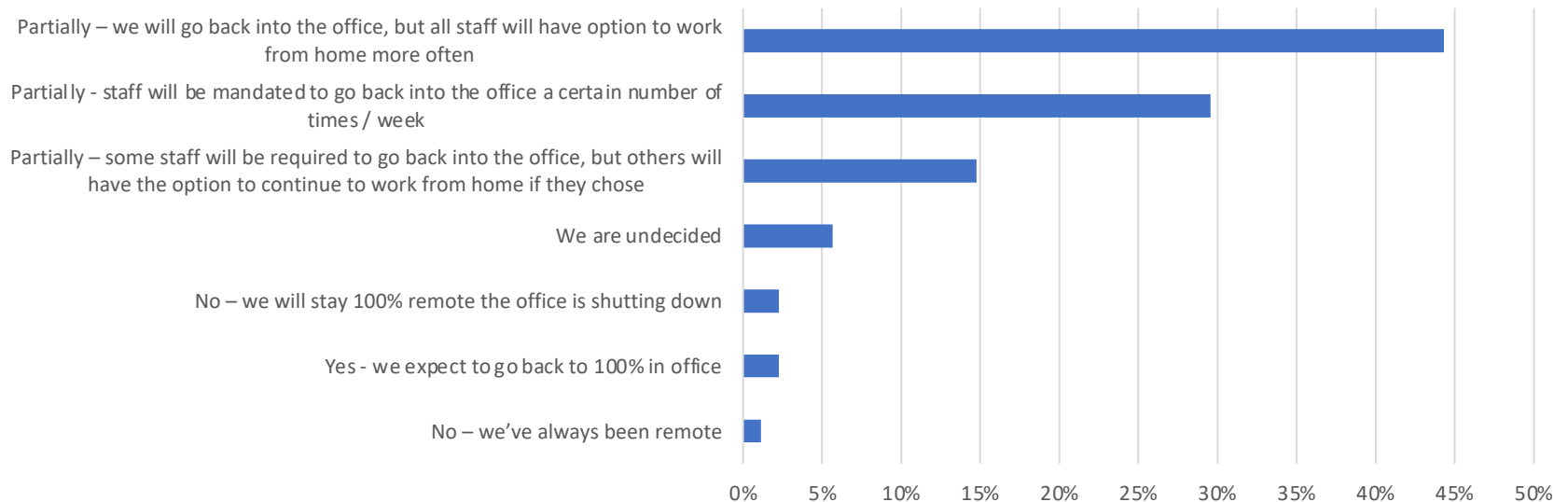
Current In-Person Policy 2022



Defining Anticipated “Normal” in 2022 and Beyond

Flexibility and hybrid models are, by far, the anticipated future of the working environment with well under 5% indicating plans to be back in-office 100%.

Looking Forward - Expected Mid/Long-Term Policy for "Back to Normal"



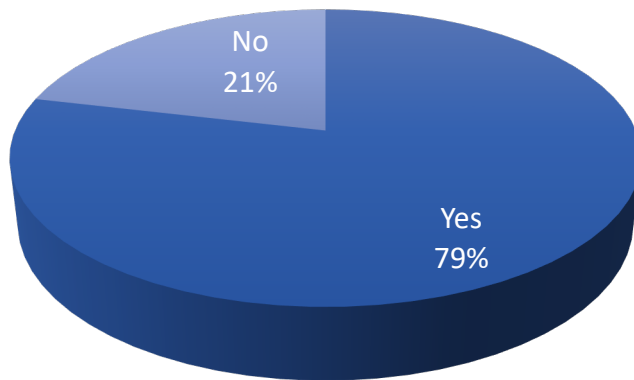
Diversity, Equity & Inclusion

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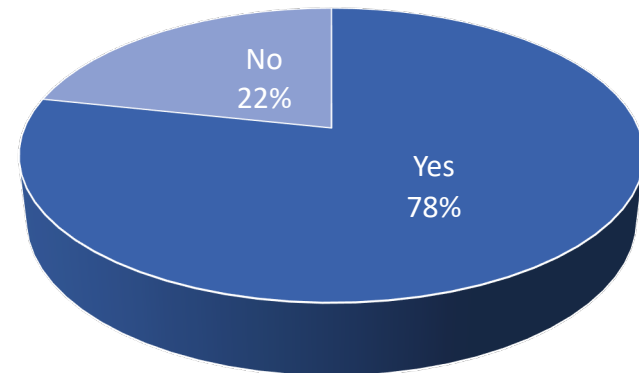
The State of Diversity, Equity and Inclusion

Progress - Almost 80% of stakeholders say they have a formal DEI policy in place AND have received formal DEI training in the past 12 months.

Formal DEI Policy in Place 2022



Received Formal DEI Training in Past 12 Months



Summary of Findings

The Currency of Talent in 2022

Staffing Shortages – Top Priority

Mental Health & Burn -out as contributing factor to movement in the industry

Hybrid models are coming – the days of rigid in-office requirements are over

Highly skilled talent is very challenging to find – adding pressure to post-secondary institutions to up their curriculum. Interns continue to be a hot commodity for entry-level staffing

Data analysts and individuals who are able to develop and tell the story behind data are increasingly sought after

Positive movement on the DEI front – most organizations have implemented policies and are actively training their teams

Strategic Outlook

Strategies for Increased Costs in Media

Current Market Realities

The Currency of Talent

- Talent shortages are driving up talent costs – council members indicate a 30% increase in overall staffing costs with no increase in calibre of talent
- Agencies, particularly pressed to find entry-level staff, train and retain in a rapidly changing media landscape
- Marketers, struggling with consistency in their team structures, are looking for guarantees or indicators that turn-over will not impact their account
 - In-housing faces the same issues in a talent shortage with some possible implications on intellectual property and less resources for re-training in-house than agencies with many years of experience in this reality
- With hybrid models here to stay, organizations must look at developing policies and programs that will address culture and incentivize loyalty
- Benefits will become re-defined in the new working structure
- As remote work becomes more desirable, the industry could see an influx of talent coming in from untraditional sources
- Leadership requires more hands-on presence for consistency and training over the long-term

Taking Action – Best Practices & Considerations

Addressing the Talent War

1. Talent Recruitment & Development

- Attract new talent into the sector through promotion of the industry and deeper involvement with post-secondary institutions.
- Invest or nurture an internal specialist who manages skills training in-house and sources up-to-date, relevant training.
- Outsourcing course materials – access to fundamental materials on-demand with the latest industry movements (i.e., legislative landscape and technology updates).
- Work with post-secondary institutions to develop on-the-ground training materials that can prepare graduates to hit the ground running.

2. Retention

- Explore culture development practice to fortify the remote workforce - outsourced or in-sourced to provide teams with a sense of identity and purpose.
- Implement tools and technology that can help promote collaboration through remote work – enable interactivity.

Taking Action – Best Practices & Considerations

Addressing the Talent War

3. Mental Health & Inclusivity

- Consulting with occupational health consultants and professionals can help navigate best practices and influence mental health preserving policies.
- Address ageism, equity, diversity and inclusion in the workplace. Celebrate experience and commitment to the industry – experience matters where clients are looking for stability.

4. Re-Think Business Models

- Analyze the costs associated with marketplace dynamics and develop pricing structures to cover investments/expenses.
- Factor talent costs into procurement discussions with potential partners as they review terms of relationships - creating a separate line item to discuss talent costs increases but showing the investment towards efforts to stem turn-over.
- RFPs will increasingly include probing on talent guarantees – explore various tiers of services that can address specific client needs.



This Barometer Report is the first part of a three-part series of outputs that explores the Currency of Talent in the Digital Media Landscape for 2022.

IAB Canada is holding roundtable discussions to further study the state of the workforce in Canada and will deliver the 3rd annual Salary Survey soon after.

For further information please connect with your regular IAB Canada contact or reach out to:

memberships@iabcanada.com