

A blue-tinted photograph of an office environment. In the foreground, the back of a person's head and shoulders is visible as they work at a computer. To the left, another person is partially visible, also working. The background shows a large window with a grid pattern, through which a bright, out-of-focus outdoor scene is visible. The overall atmosphere is professional and modern.

# Digital Services Salary Guide 2022

# Introduction

# The State of Salaries

Salaries are by far the largest component of running a digital shop. Identifying correct market rates is made more complicated by many factors, the most critical of which is a severe lack of transparency. The goal of this guide is to provide that much-needed transparency and to go beyond salaries to uncover exactly how employees and owners of digital shops are compensated for their work.

Since our last survey in mid-2019, compensation levels have grown 25-35% for most positions. In this guide, we will explore the various shifts that have occurred, provide updated compensation data for 113 job titles across 8 core functions, and discuss additional factors that influence employee compensation. Finally, we shed some light on owner compensation and benefits.

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# About This Research

This report is a joint project between the [Bureau of Digital](#) and [Promethean Research](#). The objectives of our Digital Services Salary Survey were to understand how digital service firms compensate their employees and owners.

The survey was open to the Bureau of Digital community and the broader digital services community during February 2022. This report is the result of the compiled responses from digital service firms across 15 countries. It is based on 740 individual employee salaries, 72 individual owner salaries, across 53 digital service companies.

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# Promethean Research

Promethean Research builds data-backed growth strategies for digital shops. They help owners answer some of their toughest questions like:

*Which niche should we target?*

*Is our pricing competitive?*

*Should we acquire another shop or grow organically?*

They've been partnering with management teams to drive reliable growth and profitability since 2015. Their proprietary research has covered over 30,000 digital shops across 24 countries.

More about [how Promethean helps digital shops](#).





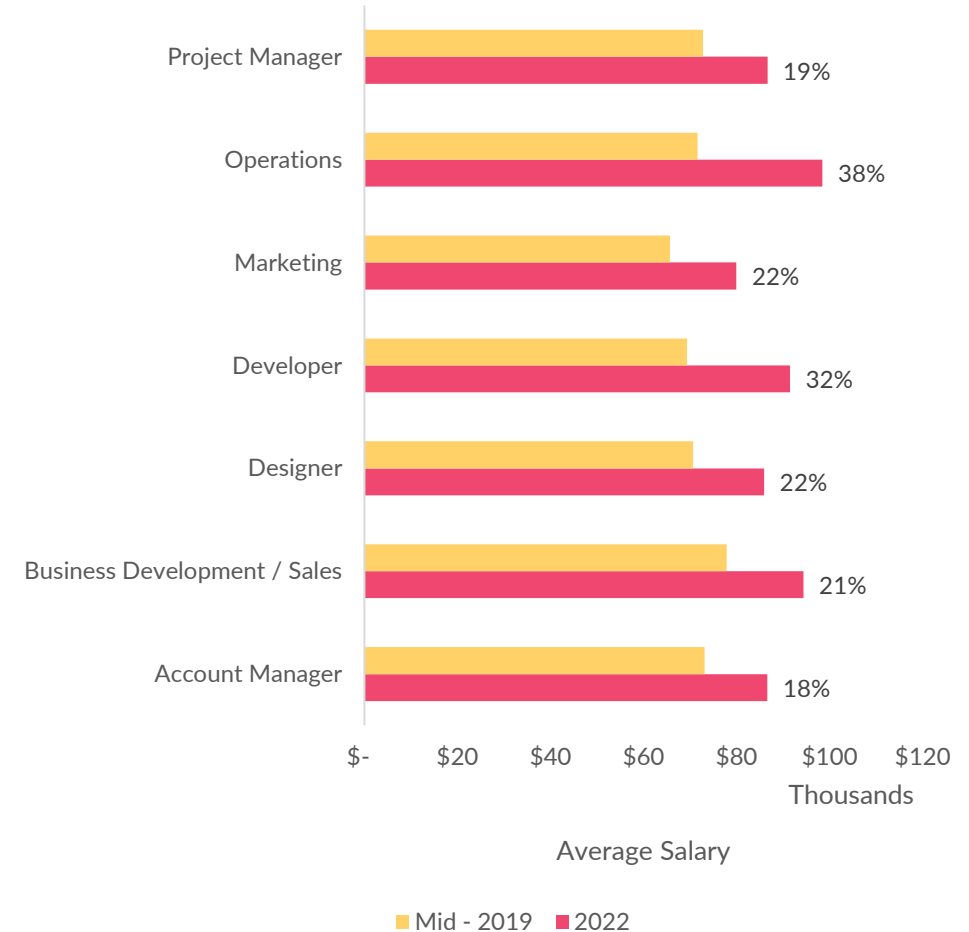
# Shifting Compensation





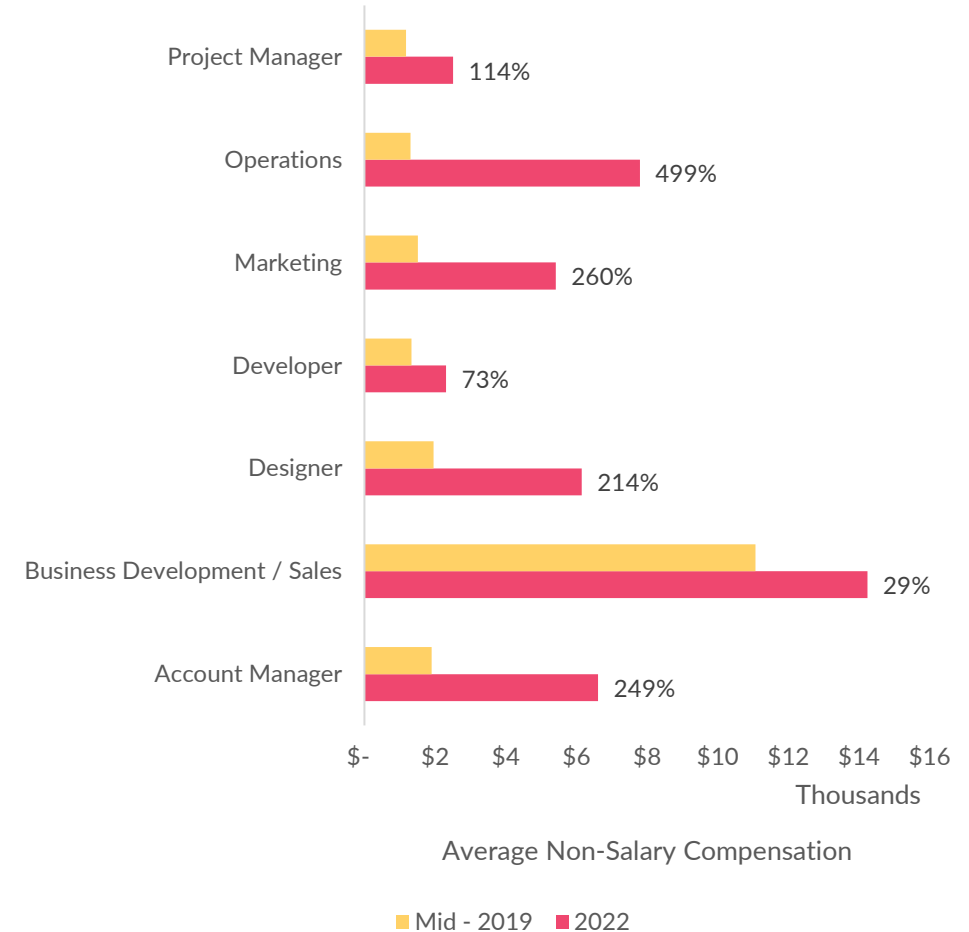
# Salary Growth

Salaries at digital shops have grown substantially since our last survey back in mid-2019. The graph to the right shows the average salary by position in mid-2019 vs. the average salary for each position at the beginning of 2022. The percent values next to each bar are the salary growth rates for each position.



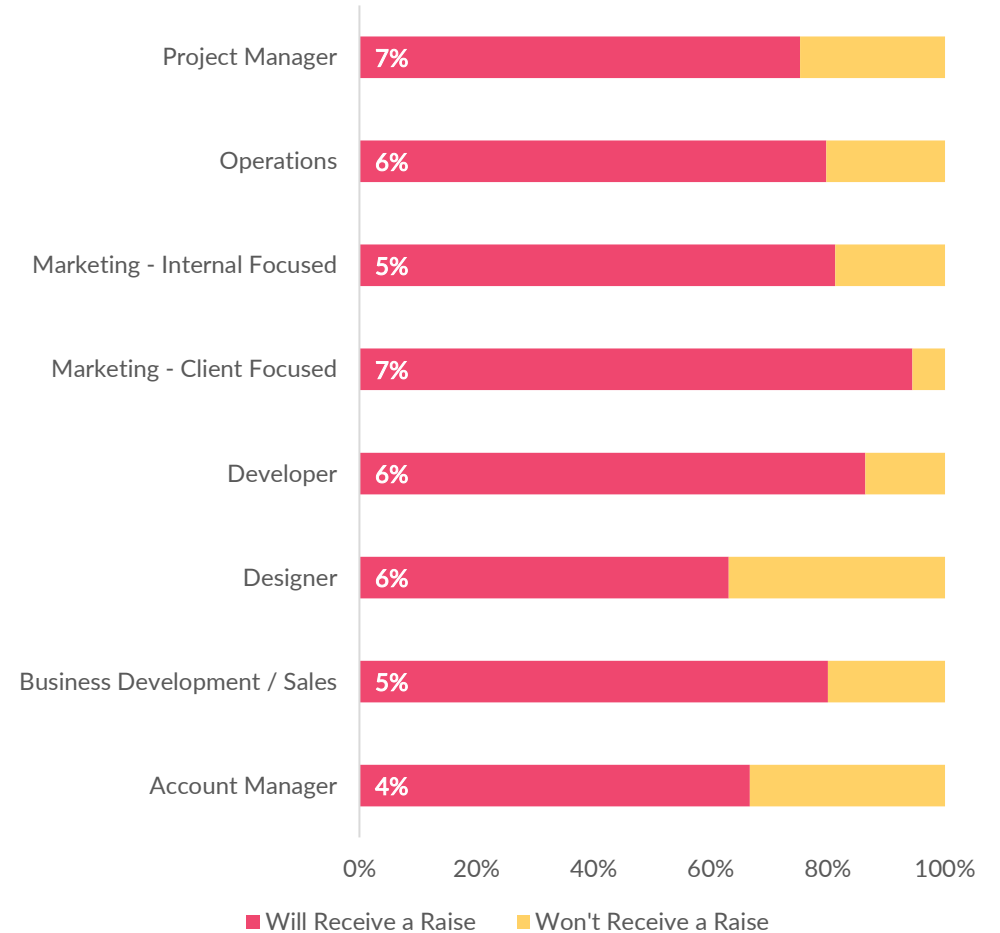
# Non-Salary Compensation Growth

Non-Salary compensation has grown even faster than salaries since mid-2019 as digital shops use them to both attract and retain talent in this challenging labor market. This includes things like bonuses, options, and profit-sharing.



# Expected 2022 Raises

Owners are expecting to give raises to 78% of their employees this year with an average raise of 6%. The chart to the right shows the raise/no-raise distribution by position and the expected average raise amount (in white).



# Compensation Levels



# Using This Guide – Compensation Tables

All data in these tables are from full-time, U.S.-based employees. The **Average Salary** column shows the average salary compensation by position with a **High** and a **Low** that represent 1 standard deviation from the mean.

The **Average Non-Salary Compensation** column is a combination of profit-sharing, bonuses, options, and any other non-salary cash compensation.

The **Average Total Benefits** column is a combination of the total value of any benefits paid including any insurance, health spending, education/conference/technology stipends, and any other benefits provided by their firm.

The **Count** column displays the number of entries we received for the specific job title.

1 Standard deviation below  
or above average

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Account Coordinator		\$60,632		\$0	\$10,584	1
Account Manager	\$43,692	\$67,800	\$91,908	\$5,422	\$6,750	5
Senior Account Manager	\$42,166	\$70,288	\$98,410	\$1,920	\$5,610	5
Account Executive	\$41,498	\$70,526	\$99,554	\$4,067	\$12,259	2
Account Director	\$52,923	\$80,500	\$108,077	\$10,915	\$7,415	2
Senior Account Executive		\$85,000		\$1,771	\$382	2
Account Strategist	\$84,633	\$85,800	\$86,967	\$2,096	\$1,860	2



# Account Management

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Account Coordinator		\$60,632		\$0	\$10,584	1
Account Manager	\$43,692	\$67,800	\$91,908	\$5,422	\$6,750	5
Senior Account Manager	\$42,166	\$70,288	\$98,410	\$1,920	\$5,610	5
Account Executive	\$41,498	\$70,526	\$99,554	\$4,067	\$12,259	2
Account Director	\$52,923	\$80,500	\$108,077	\$10,915	\$7,415	2
Senior Account Executive		\$85,000		\$1,771	\$382	2
Account Strategist	\$84,633	\$85,800	\$86,967	\$2,096	\$1,860	2
Client Relationship Director		\$105,000		\$10,500	\$12,360	1
Director of Accounts		\$140,000		\$0	\$750	1
Vice President of Client Services	\$130,908	\$150,000	\$169,092	\$0	\$4,554	2
Head of Accounts		\$155,000		\$85,395	\$15,548	1

# Business Development & Sales

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Sales & Marketing Coordinator	\$36,272	\$49,000	\$61,728	\$600	\$7,116	2
Sales Representative	\$49,704	\$62,600	\$75,496	\$0	\$7,503	5
Business Development Manager		\$70,290		\$42,383	\$14,634	2
Sales Director	\$69,822	\$87,500	\$105,178	\$46,125	\$4,461	2
Director of Business Development	\$94,881	\$105,857	\$116,833	\$10,214	\$10,081	7
Vice President of Sales		\$114,250		\$28,652	\$15,731	1
Director of Sales		\$120,000		\$0	\$750	1
Client Engagement Director	\$78,679	\$123,818	\$168,957	\$22,249	\$11,805	2
Chief Client Officer		\$250,000		\$66,527	\$9,394	1

# Design

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Associate Designer	\$45,628	\$48,750	\$51,872	\$5,500	\$7,985	4
Graphic Designer	\$47,340	\$51,856	\$56,371	\$5,120	\$4,269	4
Junior Designer	\$46,139	\$54,893	\$63,647	\$3,400	\$865	3
Designer	\$57,490	\$67,430	\$77,371	\$1,370	\$8,213	17
Associate Product Designer	\$68,964	\$72,500	\$76,036	\$0	\$10,584	2
Product Designer	\$70,653	\$77,500	\$84,347	\$964	\$9,151	9
Senior Designer	\$65,907	\$78,159	\$90,411	\$8,073	\$14,166	15
Senior Animator	\$69,609	\$78,625	\$87,641	\$5,318	\$5,345	2
UX/UI Designer	\$67,473	\$83,250	\$99,027	\$2,127	\$6,523	4
Senior UX Designer	\$86,051	\$88,950	\$91,849	\$2,834	\$13,461	2
Creative Director	\$71,768	\$100,813	\$129,858	\$4,370	\$7,020	11
Senior Product Designer	\$95,053	\$101,056	\$107,058	\$8,248	\$9,170	9
Associate Creative Director	\$88,641	\$101,255	\$113,870	\$11,054	\$17,108	4
Art Director	\$82,785	\$107,246	\$131,708	\$0	\$4,116	4
Lead Designer	\$103,898	\$113,545	\$123,193	\$21,015	\$17,078	11
Design Director	\$93,672	\$118,075	\$142,478	\$8,803	\$7,441	4
Associate Design Director	\$123,964	\$127,500	\$131,036	\$14,131	\$9,500	2
Senior Creative Director	\$102,923	\$136,358	\$169,793	\$10,658	\$18,777	2
Senior Design Director		\$160,000		\$10,500	\$1,804	1

# Development

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
QA Engineer	\$62,696	\$70,563	\$78,429	\$511	\$9,100	2
Developer	\$63,433	\$76,668	\$89,903	\$733	\$6,322	37
Web Developer	\$57,470	\$81,387	\$105,303	\$679	\$7,113	15
Interface Developer	\$72,519	\$82,382	\$92,244	\$3,415	\$7,910	9
Engineer	\$74,895	\$88,261	\$101,627	\$4,642	\$9,734	23
Client Support Developer	\$87,379	\$89,500	\$91,621	\$0	\$10,658	2
Senior Front-end Developer		\$90,000		\$4,750	\$23,350	2
Front End Developer	\$74,325	\$93,049	\$111,772	\$2,218	\$14,569	7
Interface Director	\$87,427	\$96,211	\$104,995	\$17,701	\$11,422	2
Senior Developer	\$89,919	\$100,756	\$111,593	\$2,383	\$11,747	30
Senior Software Developer	\$97,723	\$101,400	\$105,077	\$0	\$10,951	2
Lead Engineer	\$101,576	\$103,617	\$105,658	\$7,642	\$23,895	2
Senior Web Developer	\$91,662	\$108,916	\$126,171	\$2,441	\$12,016	6
Technical Architect	\$99,293	\$112,895	\$126,498	\$130	\$9,063	10
Senior Software Engineer	\$111,250	\$123,750	\$136,250	\$0	\$10,584	4
Lead Developer	\$110,384	\$124,573	\$138,762	\$1,323	\$8,785	11
Director of Development	\$111,928	\$126,500	\$141,072	\$0	\$12,212	2
Engineering Manager	\$138,964	\$142,500	\$146,036	\$0	\$0	2
Director of Engineering	\$115,680	\$147,500	\$179,320	\$10,200	\$6,983	2
Director of Technology	\$148,126	\$168,333	\$188,541	\$0	\$7,306	3

# Project Management

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Senior Project Lead	\$53,818	\$57,080	\$60,342	\$12,071	\$7,452	3
Project Coordinator	\$44,830	\$58,809	\$72,788	\$775	\$5,854	4
Producer	\$53,635	\$60,151	\$66,667	\$3,037	\$2,074	4
Project Manager	\$63,110	\$76,666	\$90,221	\$1,826	\$6,578	37
Scrum Master	\$76,285	\$84,935	\$93,585	\$860	\$6,367	3
Technical Project Manager	\$72,968	\$86,288	\$99,609	\$2,182	\$18,859	6
Senior Project Manager	\$77,827	\$95,267	\$112,708	\$580	\$2,576	4
Lead Producer	\$85,647	\$100,000	\$114,353	\$0	\$750	5
Director of Project Management	\$88,787	\$110,000	\$131,213	\$0	\$15,465	2
Director of Projects	\$100,640	\$110,063	\$119,485	\$6,773	\$18,468	2
Lead Project Manager		\$130,000		\$0	\$0	1
Principal Delivery Lead	\$125,019	\$130,175	\$135,331	\$7,920	\$10,584	4
Senior Delivery Lead	\$127,259	\$132,167	\$137,074	\$0	\$10,584	3



# Marketing Client-Focus

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
SEO Specialist		\$41,290		\$0	\$4,338	1
Marketing Coordinator	\$34,842	\$47,330	\$59,818	\$100	\$4,325	2
Public Relations Strategist		\$51,500		\$725	\$8,028	1
Content Marketing Specialist		\$54,000		\$1,000	\$300	1
Copywriter	\$39,494	\$61,260	\$83,026	\$4,890	\$11,200	5
SEO Coordinator		\$61,800		\$7,535	\$13,780	2
Digital Media Buyer	\$58,964	\$62,500	\$66,036	\$6,063	\$6,526	2
SEO Strategist	\$66,923	\$67,500	\$68,077	\$3,340	\$13,064	4
Senior Copywriter		\$70,500		\$11,365	\$10,314	1
Paid Search Strategist		\$75,000		\$8,606	\$13,817	2
Senior Paid Social Strategist		\$90,000		\$398	\$10,754	2
Content Strategist	\$78,521	\$90,123	\$101,726	\$4,122	\$18,733	3
SEO Manager		\$92,000		\$17,149	\$9,447	2
Senior SEO Strategist	\$86,320	\$92,689	\$99,059	\$6,979	\$15,842	6
Senior Content Strategist		\$95,000		\$3,958	\$23,550	1
Senior Editor		\$95,500		\$7,996	\$4,288	1
Senior Paid Strategist	\$94,165	\$100,400	\$106,635	\$11,688	\$15,473	4

# Marketing Internal-Focus

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Marketing & Sales Manager		\$55,000		\$0	\$8,862	2
Marketing Manager	\$43,542	\$58,640	\$73,739	\$2,964	\$11,843	3
Marketing Content Manager		\$70,000		\$4,711	\$13,174	2
Marketing Specialist		\$80,000		\$16,443	\$8,416	1
Senior Marketing Strategist		\$89,640		\$200	\$10,424	1
Marketing Content Writer & Strategist		\$96,720		\$8,710	\$23,619	1
Director of Marketing	\$111,971	\$120,288	\$128,604	\$6,676	\$15,389	4
Chief Marketing Officer	\$163,916	\$214,343	\$264,770	\$24,992	\$16,174	2

# Operations

Job Title	Low	Average Salary	High	Average Non-Salary Compensation	Average Total Benefits	Count
Administrative Assistant	\$41,586	\$43,000	\$44,414	\$0	\$7,117	2
Executive Assistant	\$43,172	\$46,000	\$48,828	\$4,761	\$6,911	2
Office Manager	\$61,748	\$66,128	\$70,508	\$3,885	\$9,482	7
Operations Manager	\$60,554	\$69,065	\$77,577	\$5,903	\$8,263	5
Finance + Administration Director		\$93,600		\$3,500	\$5,079	1
Director of HR		\$96,600		\$8,820	\$23,614	1
Director of Operations	\$56,954	\$98,986	\$141,017	\$2,076	\$6,174	6
Director of Strategy	\$87,500	\$109,211	\$130,923	\$1,258	\$10,022	9
Chief Operating Officer	\$75,279	\$132,800	\$190,321	\$22,641	\$8,535	4
Vice President of Operations	\$125,858	\$140,000	\$154,142	\$4,939	\$14,092	2
Chief Financial Officer	\$125,267	\$142,619	\$159,971	\$45,575	\$11,192	2
President	\$134,414	\$143,544	\$152,674	\$15,669	\$12,617	2
Chief Executive Officer		\$150,000		\$12,883	\$18,869	2
Chief Creative Officer	\$86,071	\$211,388	\$336,704	\$33,730	\$20,996	2

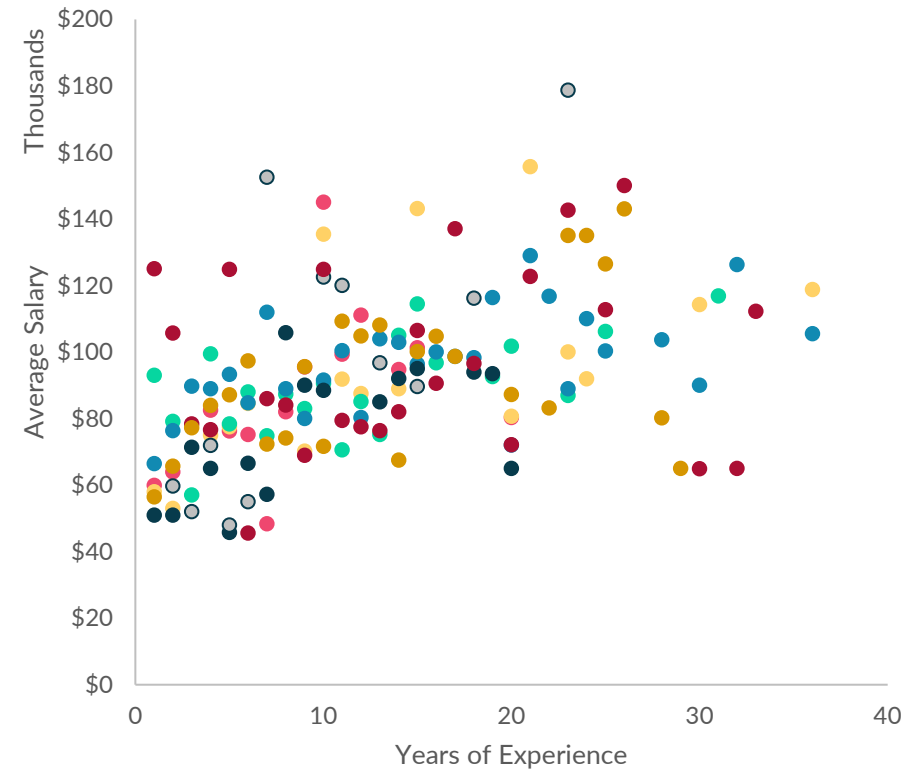
# Experience, Hours & PTO



# Experience

This scatterplot shows the average salary for each position at each year of experience. If it's difficult to detect a clear pattern, that's because years of experience aren't strongly correlated with salary. Most correlations fell in the .2 - .5 range which are considered weak-to-moderate positive correlations. Furthermore, the correlations weaken as experience grows with significant decoupling at 7-10 years.

For digital agencies looking to set their salary bands, we would recommend against using experience as a major factor.



- Account Manager
- Business Development / Sales
- Designer
- Developer
- Marketing - Client Focused
- Marketing - Internal Focused
- Operations
- Project Manager



# Billable Hours

The average employee is expected to bill 25hrs per week and work another 13hrs on non-billable tasks for a total expected weekly commitment of 38hrs.

This distribution of billable to non-billable hours is highly dependent on the position type. Internally-focused marketers and Business Development / Sales employees are expected to bill the fewest hours weekly with many not being required to bill any. Production employees (Designers, Developers, and client-focused marketers) are expected to bill the most, around 30hrs/week.

Position Type	Billable	Non-billable
Account Manager	20	18
Business Development / Sales	9	28
Designer	31	8
Developer	30	10
Marketing - Client Focused	29	11
Marketing - Internal Focused	6	34
Operations	10	26
Project Manager	27	12
<b>Average</b>	<b>25</b>	<b>13</b>

# Paid Time Off

This table shows the percent of each position type (row) that receives the specified days of paid time off. E.g., 46% of Account Managers have unlimited PTO while 4% have 10-15 days of PTO. The “Average” row shows the PTO distribution for all employees, regardless of position type. Some rows may not add up to 100% due to rounding.

A third of employees have unlimited PTO days, while about a quarter get 15-20 days. This varies based on the type of role. Over half of Business Development / Sales employees receive unlimited PTO while only a fifth of marketing employees do.

Position Type	Days of PTO							
	0-5	5-10	10-15	15-20	20-25	25-30	30-35	Unlimited
Account Manager			4%	21%	11%	18%		46%
Business Development / Sales			6%	9%	13%	16%		56%
Designer			8%	43%	13%	11%	1%	25%
Developer	5%		4%	22%	19%	12%	3%	34%
Marketing - Client Focused		4%	8%	24%	18%	18%	4%	22%
Marketing - Internal Focused				43%	14%	21%		21%
Operations	3%		3%	15%	22%	23%	3%	32%
Project Manager			6%	38%	13%	16%	1%	26%
<b>Average</b>	<b>2%</b>	<b>&lt;1%</b>	<b>5%</b>	<b>27%</b>	<b>16%</b>	<b>15%</b>	<b>2%</b>	<b>31%</b>

## **Benefits**



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must be  
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# Benefits – Insurance & Retirement

This table shows the average insurance amounts paid per employee by position type.

Position Type	Health	Life	Dental / Vision	Retirement Benefits / Accounts	Health Spending Accounts	Other insurance
Account Manager	\$ 3,894	\$ 145	\$ 255	\$ 1,966	\$ 13	\$ 333
Business Development / Sales	\$ 4,505	\$ 107	\$ 367	\$ 2,510	\$ 174	\$ 289
Designer	\$ 6,277	\$ 247	\$ 422	\$ 2,922	\$ 280	\$ 273
Developer	\$ 4,887	\$ 170	\$ 425	\$ 2,059	\$ 153	\$ 313
Marketing - Client Focused	\$ 4,369	\$ 88	\$ 330	\$ 1,938	\$ 31	\$ 284
Marketing - Internal Focused	\$ 6,611	\$ 202	\$ 509	\$ 2,777	\$ 50	\$ 413
Operations	\$ 5,540	\$ 259	\$ 449	\$ 2,752	\$ 320	\$ 437
Project Manager	\$ 5,265	\$ 156	\$ 454	\$ 2,218	\$ 106	\$ 316
<b>Average</b>	<b>\$ 5,216</b>	<b>\$ 182</b>	<b>\$ 414</b>	<b>\$ 2,334</b>	<b>\$ 171</b>	<b>\$ 320</b>

# Benefits - Other

The first table shows the average stipend amounts paid per employee by position type.

The second table shows the total percentage of firms offering childcare, gym benefits, or wellness programs.

Position Type	Education Stipend	Conference Stipend	Technology Stipend	Home Office Stipend	Other Benefits
Account Manager	\$ 314	\$ 520	\$ 286	\$ 358	\$ 180
Business Development / Sales	\$ 505	\$ 615	\$ 386	\$ 305	\$ 488
Designer	\$ 583	\$ 335	\$ 314	\$ 489	\$ 239
Developer	\$ 729	\$ 360	\$ 652	\$ 368	\$ 10
Marketing - Client Focused	\$ 1,125	\$ 1,198	\$ 189	\$ 569	\$ 1,076
Marketing - Internal Focused	\$ 1,066	\$ 1,242	\$ 571	\$ 433	\$ 542
Operations	\$ 861	\$ 766	\$ 609	\$ 408	\$ 382
Project Manager	\$ 584	\$ 396	\$ 464	\$ 347	\$ 93
<b>Average</b>	<b>\$ 719</b>	<b>\$ 550</b>	<b>\$ 498</b>	<b>\$ 407</b>	<b>\$ 272</b>

Position Type	Childcare	Gym Memberships	Wellness Programs
Account Manager	0%	31%	38%
Business Development / Sales	9%	35%	18%
Designer	1%	15%	25%
Developer	4%	14%	18%
Marketing - Client Focused	0%	50%	50%
Marketing - Internal Focused	0%	24%	53%
Operations	2%	23%	26%
Project Manager	1%	22%	31%
<b>Grand Total</b>	<b>2%</b>	<b>21%</b>	<b>27%</b>

# Owner Compensation





# Salary, Draws & Bonuses

We received owner compensation data from 72 owners covering 48 firms headquartered in the United States and Canada. Sizes ranged from Studio-sized shops to Medium-sized shops.

The average combined compensation for an owner in our survey was \$242k, half of which was salary while the other half was comprised of dividends, withdrawals, bonuses, or other cash compensation.

Firm size correlated with greater compensation. Studio shop owners took home an average of \$171k, Small shop owners earned \$252k, and Medium shop owners received an average of \$351k.

Company Size	Salary	Dividends or Withdrawals	Other Cash Compensation	Bonuses
Medium (25-49 employees)	\$165,033	\$161,857	\$16,057	\$8,481
Small (10-24 employees)	\$102,487	\$139,118	\$0	\$10,169
Studio (<10 employees)	\$112,536	\$51,818	\$968	\$5,297
<b>Grand Total</b>	<b>\$123,990</b>	<b>\$104,948</b>	<b>\$5,516</b>	<b>\$7,410</b>

# Benefits

Owners of any company size received average combined benefits of around \$20k.

Company Size	Health	Life	Dental / Vision	Retirement Benefits / Accounts	Health Spending Accounts
Medium (25-49 employees)	\$9,956	\$4,386	\$492	\$4,101	\$125
Small (10-24 employees)	\$10,748	\$1,437	\$557	\$3,588	\$882
Studio (<10 employees)	\$7,086	\$1,826	\$499	\$5,102	\$458
<b>Average</b>	<b>\$8,839</b>	<b>\$2,346</b>	<b>\$513</b>	<b>\$4,399</b>	<b>\$519</b>

Company Size	Education Stipend	Conference Stipend	Technology Stipend	Home Office Stipend	Other Benefits
Medium (25-49 employees)	\$227	\$269	\$250	\$192	\$583
Small (10-24 employees)	\$1,100	\$353	\$235	\$294	\$840
Studio (<10 employees)	\$679	\$1,407	\$676	\$298	\$833
<b>Average</b>	<b>\$711</b>	<b>\$833</b>	<b>\$432</b>	<b>\$267</b>	<b>\$775</b>

# Billable Hours

On average, owners are expected to bill 9hrs each week, but this varies significantly with the size of the firm. Owners at Small shops are expected to bill the most hours while also putting in the most non-billable hours. This falls to 5hrs per week for Medium shops.

Company Size	Billable	Non-billable
Medium (25-49 employees)	5	31
Small (10-24 employees)	13	34
Studio (<10 employees)	9	25
<b>Average</b>	<b>9</b>	<b>28</b>

Thank you to everyone who participated in this year's survey!

For more information, including research and resources for digital shops, visit [Promethean Research](#) and the [Bureau of Digital](#).