

# Income & Insight 2023 Report

A cross-industry survey of  
digital professionals  
across Belgium

**Ariad**

Through the maze of change.



**A** new  
insight

Welcome to the **5th edition of the Belgian digital market salary survey**, providing reliable insights into hiring and salary trends in digital--as well as **current attitudes toward compensation trends**, motivators, and more.



# A digital evolution

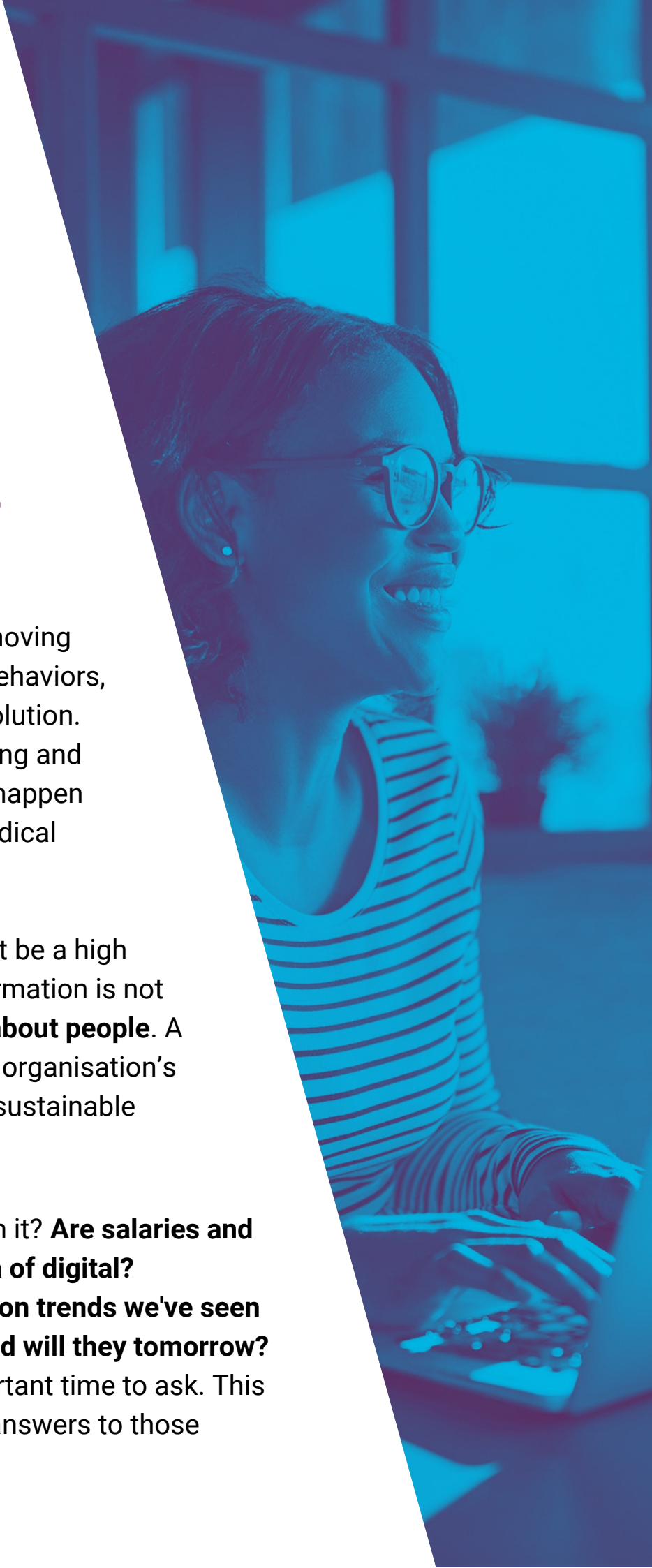
Digital brings speed. It's a fast moving ecosystem, where technology, behaviors, and priorities are in constant evolution. Digital brings new ways of thinking and working--and this evolution can happen nearly overnight in the face of radical change and events.

**Digital is happening now.** It must be a high priority at all costs. Real transformation is not about technology anymore, **it's about people.** A human-centered approach to an organisation's digital transformation will bring sustainable change.

But do companies really invest in it? **Are salaries and rates really adequate in the area of digital?**

Furthermore, **do the compensation trends we've seen recently still motivate today--and will they tomorrow?**

There's never been a more important time to ask. This survey provides some valuable answers to those questions.

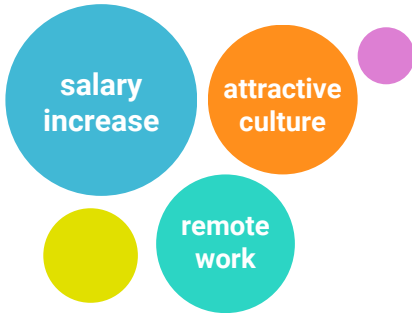


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## 2023: Insight Report findings

### Workplace factors worth changing jobs for: work/life balance



68% of respondents say that an **increase in salary or daily rate** could convince a worker to change jobs.

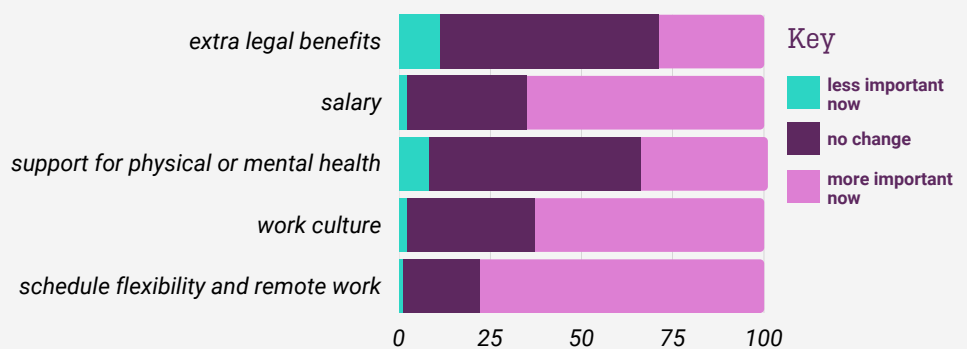
Also attractive is an **attractive work culture**, with nearly half (48%) of workers overall willing to change jobs for this.

40% also would be motivated to change jobs if given the option to **work remotely**.

### Changes in priorities over past year: emotional salary

**78%** of respondents reported that **schedule flexibility or remote work** is more important to them now than it was one year ago. This is even higher than when reported in 2021.

**63%** of respondents find **work culture** more important now, also up since 2021.



### Voluntary attrition: higher in-house (and everywhere)



permanent employees actively seeking other employment

**Nearly 1 in 5 permanent employees** (16%) are **actively looking for another job** and intend to leave within 6 months, with an additional 40% passively looking. This reflects more than half of internal employees at risk of leaving.

Freelance workers report a 17% increase in looking for new projects when compared to two years ago (22% today vs 5% in 2021). This shows the need for engagement and growth for this group.

### Insights summary

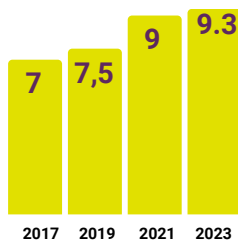
The increase in importance of the factors of **remote work** and **flexibility** for workers will likely grow. This is in line with forward-looking viewpoints on which modern companies like Ariad were founded, and those companies that do not choose to adapt may suffer in attracting and attaining top talent.

## Income findings: freelance workers

### Freelance projects: longer contracts

The average initial contract duration for freelancers is **9.3 months**. Since 2017 we have seen a steady increase, with a particularly notable increase in 2021.

This increase could be due to the **substantial digital projects** many companies have been launching, particularly since COVID-19 **changed consumer demands**.

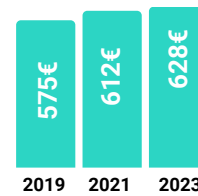


Average freelance mission in months

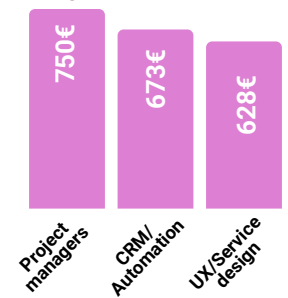
It also reflects the **successful mixed model** many digital marketing teams are choosing, regularly incorporating **highly-skilled freelancers** into their teams for longer periods of time.

## Highest earners: project managers

### Average daily rate



### Highest earner 2023

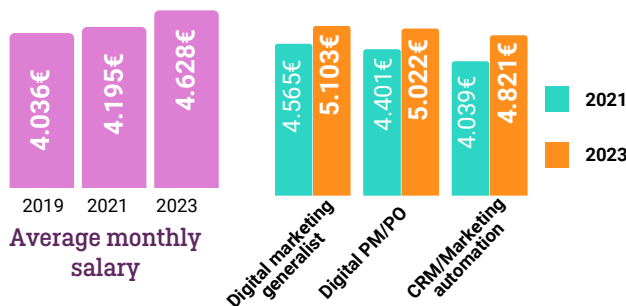


The average daily rate for freelancers in digital marketing in Belgium is **628€**. The highest paid job categories are: **Digital project managers**, CRM/Automation experts, and UX specialists or Service designers. By industries, freelancers make a higher daily fee in **Transport & Automotive**, Telecom and Retail & FMCG.

## Freelance workers: not moving in-house

Nearly 9 out of 10 freelancers (87%) report being **happy with their freelance status** and unwilling to change to internal employment agreements. This reflects a further increase from 2021 at 78%. In 2023, in-house employees report only 74% happiness with their employment type.

## Highest earners: Generalists



The average monthly salary for permanent or internal employees in digital marketing in Belgium is **4.628€**. The highest paid job categories are: Digital marketing generalists, followed by Digital Project Manager/Product Owners and CRM or Marketing Automation Expert. By industries, internal employees earn the highest salaries in **Hospitality & Tourism, Finance, insurance & legal** and **Utilities**.

## Income findings: permanent employees

### Remote still on the rise

When reporting which single factor could motivate you to change jobs, over 40% of permanent employees name "remote work", which reflects a 7% **increase in motivation** from 2021. This does not represent the desire for flexibility, as this was listed separately. This is important for employers to keep in mind while determining their remote or hybrid policies and in setting their **employer brand strategy**, particularly for their critical roles and departments.

## About Ariad



Consultancy services



Project & Temporary staffing



Direct & Executive search

Ariad offers bespoke staffing, consulting and talent solutions in digital customer experience (CX), operating in Belgium, and the Netherlands. Active in the top brands across industries, Ariad counts with 150+ active consultants working on in-house projects at clients, as well as staffing of digital specialties and executive roles. With a goal of growing and optimizing business through empowering teams and professionals together, Ariad works with the top digital experts who can make real impact. But just as important as expertise, Ariad highly values community, culture and never forgets to focus on the human side of change management.

# A key moment in the digital market



As we research and navigate the current job market, it is evident that the demand for exceptional digital professionals **remains highly competitive**. Securing A-level talent in the digital customer experience realm is an ongoing challenge, with organizations striving to establish **truly digital enterprises amidst evolving customer behaviors** and needs. For successful strategy that puts the customer first, and stays ahead of digital transformation -- **talent is key**.

While salary is just one aspect of the equation, it plays an important role in optimizing your talent pool. Our expertise can provide valuable insights on competitive salary ranges, helping ensure that your organization **attracts and retains top talent**. However, a competitive salary alone may not be enough to sign and retain the best professionals. We understand the importance of **aligning company culture and goals**, which are influential factors in building belonging, impact and subsequent talent retention.

Having this salary benchmark, as well as the latest knowledge in our **Insight 2023 Report** on the factors which motivate your team to join, stay, and thrive can help you assemble a highly-skilled, future-ready digital marketing team that never ceases to amaze.

**Jeroen Geleyn**  
Ariad Managing Director



# Income & Insight Survey 2023

## Methodology

In April and May of 2023 Ariad conducted a salary survey amongst their community of **digital marketing experts & leaders** in Belgium.

Over 300 **respondents** answered a set of questions with some differences depending on whether they were working in permanent positions, temporary or freelance.

- Part 1 : General Questions about job and industry
- Part 2: Income permanent/freelance
- Part 3: Motivational questions and work insights
- Part 4: Demographic Questions

All responses in this report are representative of all respondents (employment type, job categories, industry, etc) unless otherwise specified.

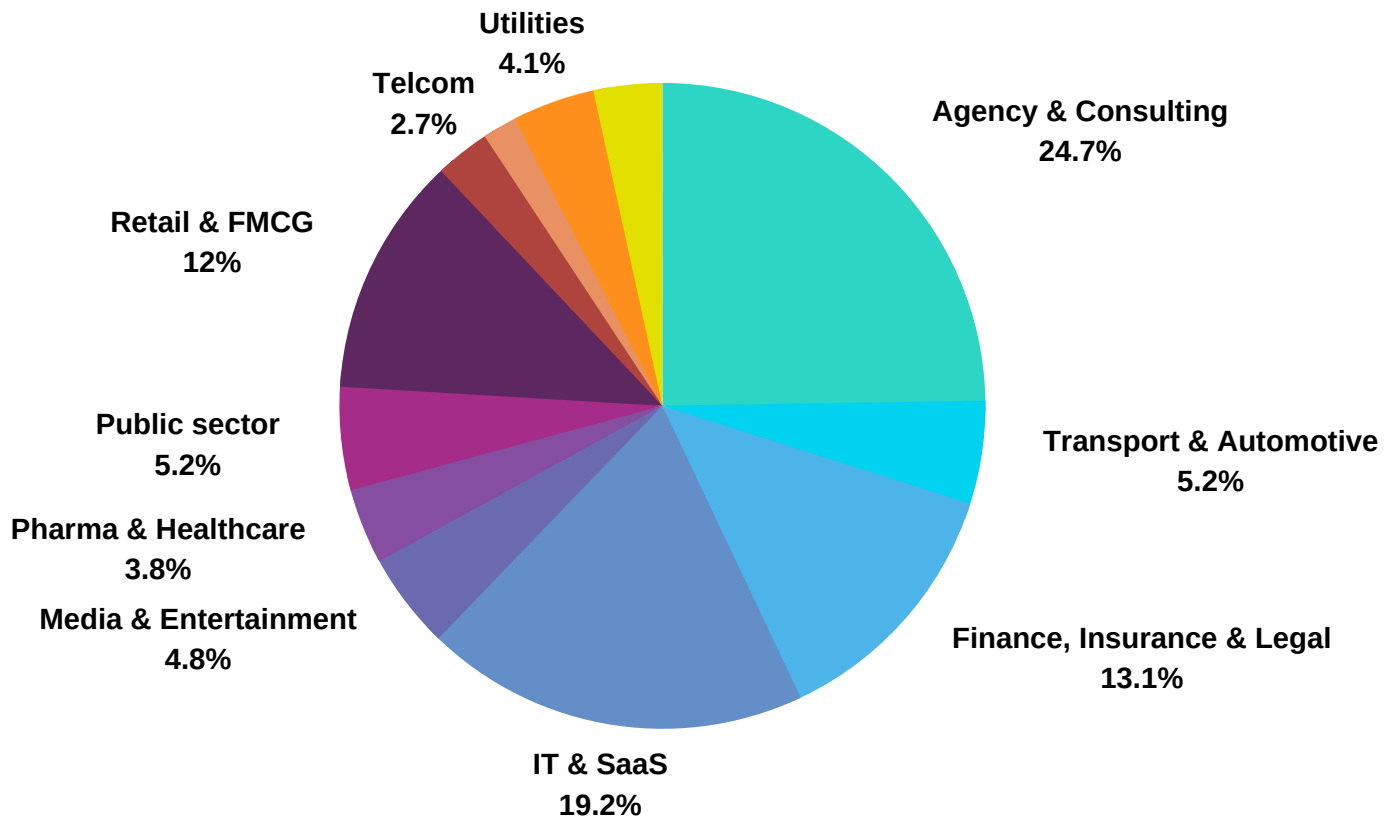
### **Job Categories researched** (non-exhaustive):

- **Digital Managers:** E-commerce Manager, Head of Digital, Online Marketing Manager, etc. Digital managers have people management or coordination responsibility.
- **E-marketing / E-commerce Experts:** Digital Marketing Expert, Search Marketing Expert, Online Sales Expert, Online Traffic Expert, Online advertising expert...
- **E-communication / CRM / Marketing Automation Experts:** Online Communication Coordinator, Email Marketing Expert, CRM Marketing Manager...
- **Content Marketer / Social Media Experts:** Content Strategist, Community Manager, Social Media Manager, Digital copywriter...
- **Digital Project Manager / Product Owners:** Web Project Manager, Digital Product Owner, Mobile Product Owner ...
- **Growth Marketing / CRO Experts:** Performance Marketer, Growth Marketing Specialist, Conversion Rate Optimization Specialist...
- **Web / Data Analysts:** Web Analyst, Digital Analyst, Customer Intelligence Expert, Data Analyst ...
- **UX / Web & Mobile Designers:** UX/UI Designer, User Interface Designer, UX Researcher, Information Architect...
- **Others:** e.g. Account Manager, IT, Developer, Product Manager, Business Manager...



# Global responses

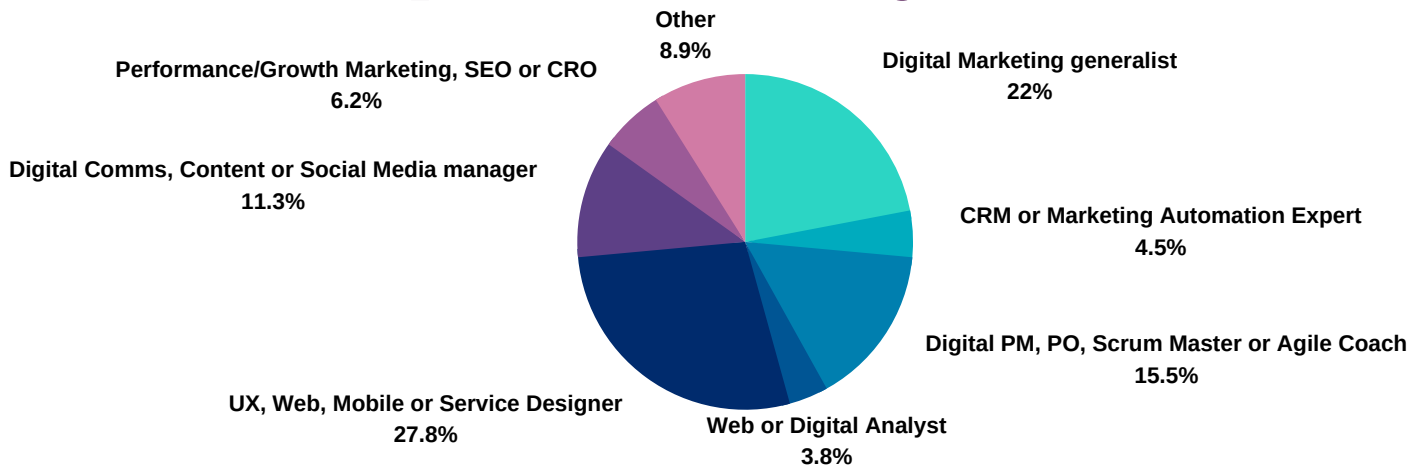
## Industries investigated



From the respondents of the salary survey, the following industries were represented:

- **Agency & Consulting** 24.7% of respondents.
- **IT & SaaS** 19.2% of respondents.
- **Retail & FMCG** 12% of respondents.
- **Finance, Insurance & Legal** 13.1% of respondents.
- **Public sector** 5.2% of respondents.
- **Transport & Automotive** 5.2% of respondents.
- **Media & Entertainment** 4.8% of respondents.
- **Utilities** 4.1% of respondents.
- **Pharma & Healthcare** 3.8% of respondents.
- **Other:** mainly freelancers working in several industries. 3.4% of respondents.
- **Telcom** 2.7% of respondents.
- **Hospitality & Tourism** 1.7% of respondents.

# Professional profiles investigated

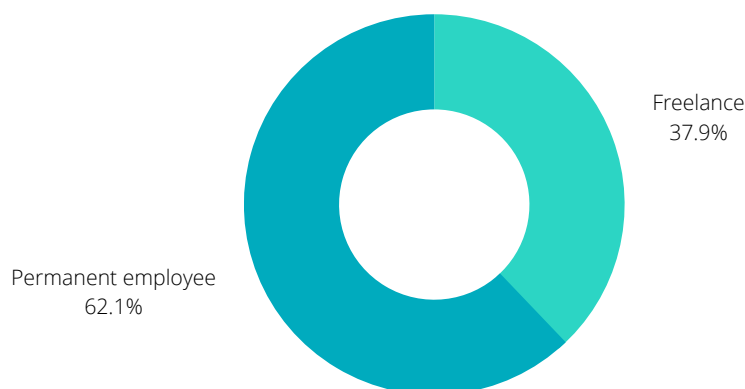


The professional categories we represented in the following proportions:

- **Digital Marketing generalist: 21.99%**
- **CRM or Marketing Automation Expert: 4.47%**
- **Digital Project Manager, Product Owner, Scrum Master or Agile Coach: 15.46%**
- **Web or Digital Analyst: 3.78%**
- **UX, Web, Mobile or Service Designer: 27.84%**
- **Digital Communication, Content marketer or Social Media manager: 11.34%**
- **Performance/Growth Marketing, SEO or CRO: 6.19%**
- **Other: 8.93%**

The most common profiles who responded "other" were listed as e-commerce specialists, business development or sales professional, and strategists.

## Are you currently working as a permanent employee or as a contractor?



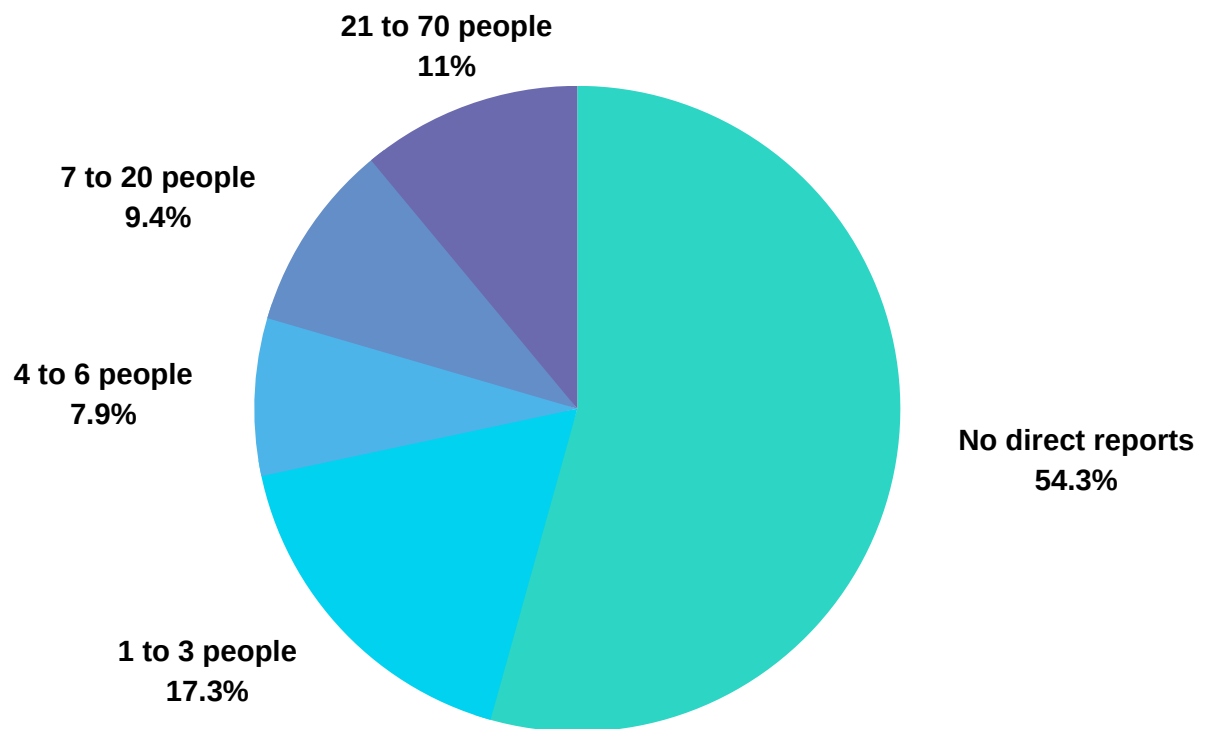
The majority of respondents are working as permanent employees, with 37.9% working as consultants. We compare these groups uniquely later in this report.

# Company sizes and reports

## How many employees does your company have in Belgium?

- **31%** of respondents work at companies with **up to 50 employees**.
- **25%** of the respondents work at a company with between **51 and 200 employees**.
- **18%** of respondents work at a company with between **201 and 1000 employees**.
- **26%** of respondents work at a company with **more than 1000 employees**.

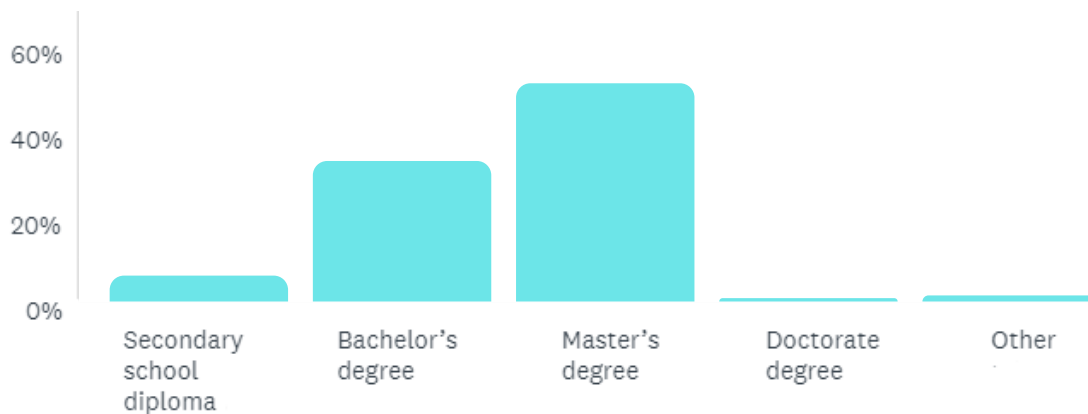
## How many people report directly to you?



We observe a relatively wide distribution within company size, with around 30% of our respondents work for either small companies of up to 50 employees, and 26% at large companies with more than 1000 employees. The majority of respondents do not have direct reports (54%). Of those who do have direct report, most of those respondents oversee between 1-3 people.

# Education

**What is the highest degree or level of education you have completed?**



**What is the highest degree or level of education you have completed?**

**Just over 55% of the respondents have obtained a Master's degree**, with the second most common response being respondents having obtained a **Bachelor's degree (36%)**.

**How many languages do you master well enough to give a presentation in?**

- **90%** of the respondents speak **2 or 3 languages** fluently enough to give a presentation.
- **4.8%** speak 4 languages, and **1.7%** speak more than 4 languages.
- **2.7%** of respondents speak **1** language fluently.

**Summary:** The average respondent has earned a Master's degree, and speaks two or three languages well enough to give a presentation in those languages. They have no direct reports or between 1-3, and are most likely to work in a very small or very large company.



# Salary, daily rate and satisfaction

## What is your average monthly gross salary?

### Permanent employees working in digital:

- Average monthly gross income **4.628€**

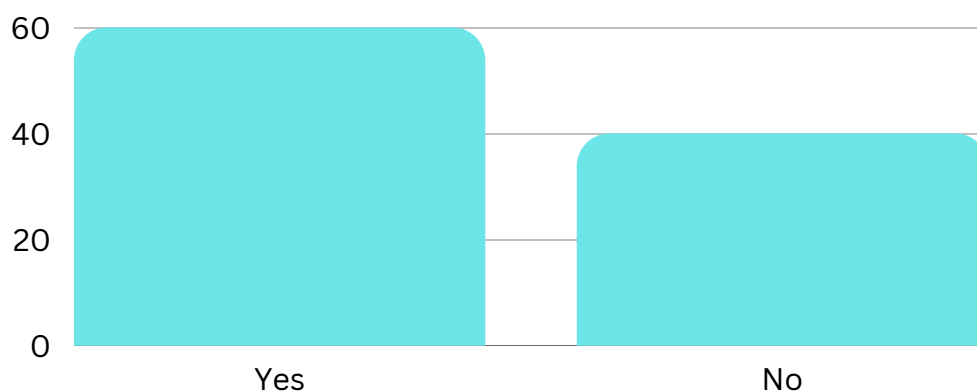
### Freelancer daily rates:

- Average daily rate **628€**

In 2023, compared to data from 2021, we see a **significant rise in the salaries of permanent employees**. The average monthly gross income reflects an increase of 433€ (from 4.195€ in 2021). Comparing this to the previous 2 year period, we see about a much faster growth rate, given that the increase from 2019 to 2021 was 159€ (from 4.036€ in 2019).

We also see an **increase in freelance daily rates**, although less significant. The 2023 data reflects a 16€ average increase, up from 612€ in 2021. Comparing this to the previous 2 year period, we see about a slower growth rate, given that the increase from 2019 to 2021 was 37€ (from 575€ in 2019).

## Are you satisfied with your current salary or average income?



When observing salary satisfaction as a general trend, the majority (60%) report being **satisfied with their current salary**. This figure is similar to, but slightly lower than the reported satisfaction rate in 2021. Categorically, **freelance workers and permanent employees report similar satisfaction** with their earnings. Industries with the highest earning satisfaction are telecom, pharma & healthcare and hospitality & tourism.

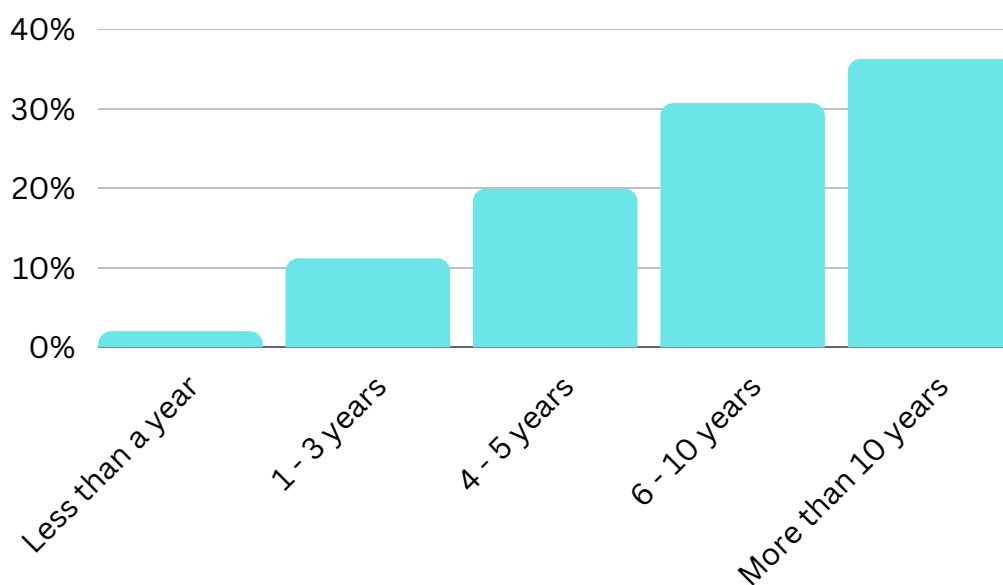
## Other benefits

### Which employee benefits do you have?

The most common reported benefits reported were a **laptop or computer, meal vouchers and mobile phone subscription**, in that order. Other benefits commonly mentioned were pension plans, additional holidays, retail discounts or stock options. The variety and frequency of these benefits is similar to benefits reported in 2021. Additionally in 2023 an increasingly noticed benefit is a company **bicycle**, or bonus or reimbursement for cycling to work.

## Findings on digital experience

### How many years experience in digital do you have?

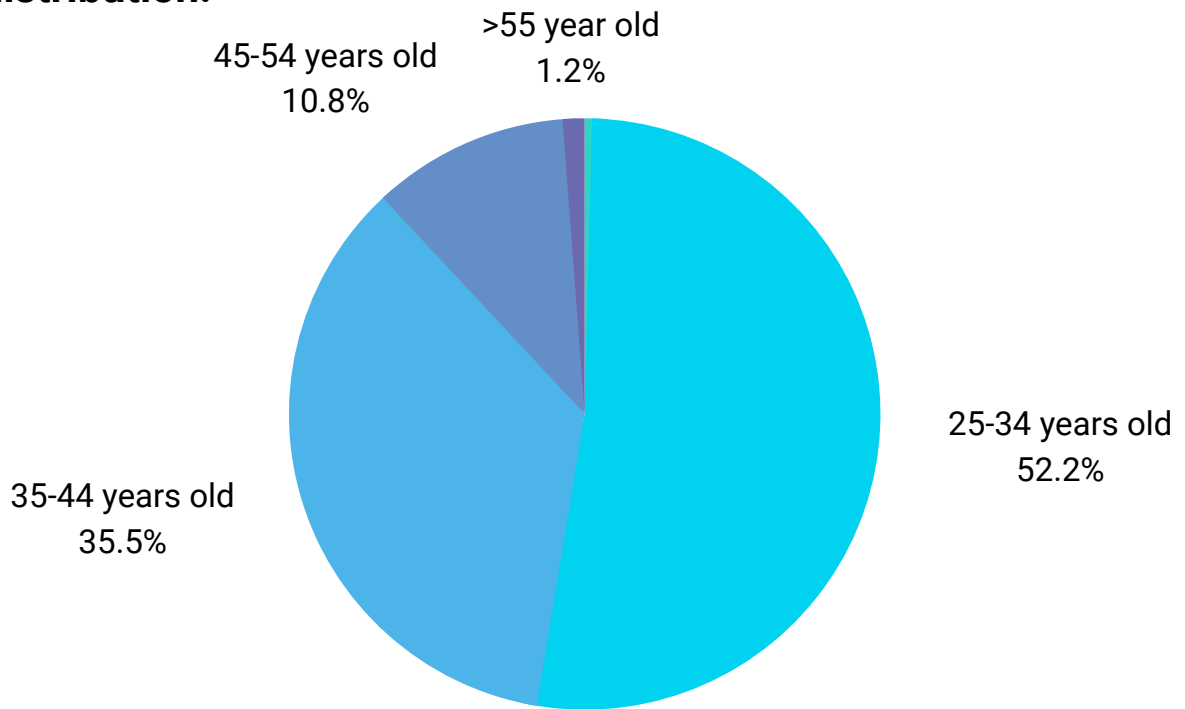


The majority of respondents count with 6 or more years of experience in digital. Within employment categories, respondents who reported most of their income coming from **freelance work also report having more years of experience in digital** than those who reported working as permanent employees. This is within expectation given the **skill demands** of most freelance positions within digital marketing.

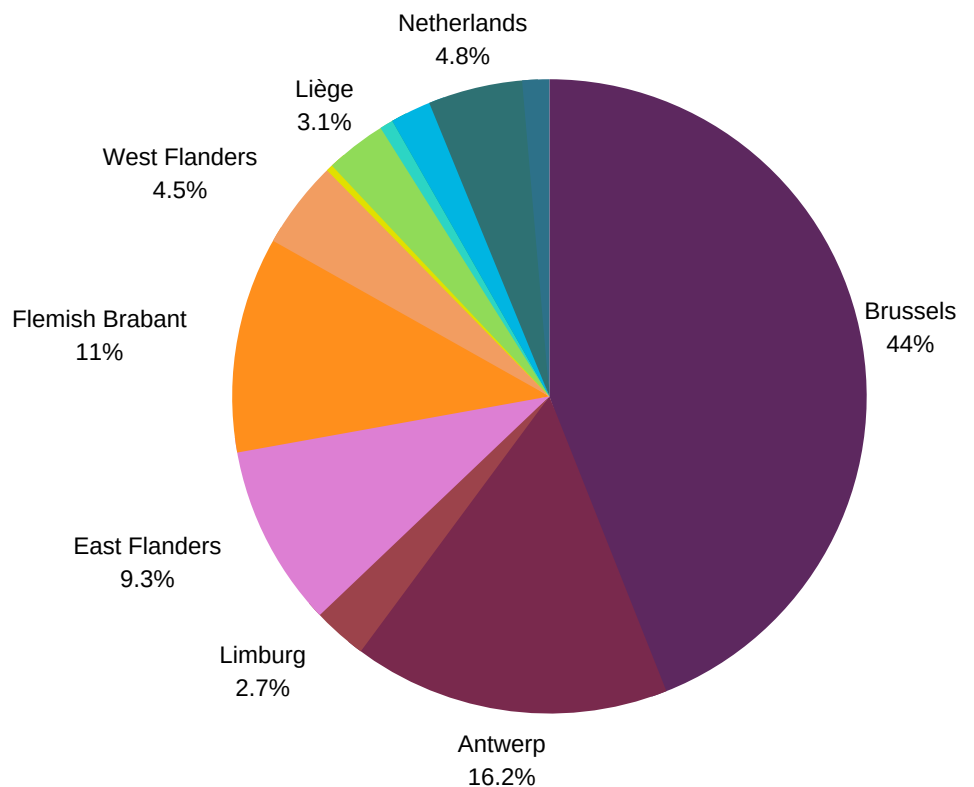
# Demographics

From the respondents, **37%** are **female** and **61% male**.

## Age distribution:



## Work location:



# Freelance consultant responses

## Freelance Consultants

The following results have been reported from respondents working as freelancers. These figures are compared to permanent employees in the following section.

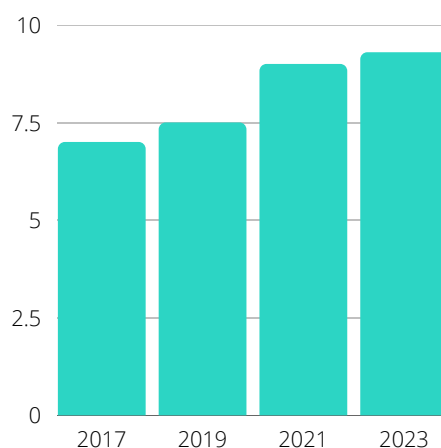
### What is your average daily fee?

The **average daily fee of a freelance consultant is 628€/day**. This is a 2.6% increase when comparing the average daily fee from 2021 respondents (612€), which reflects less of an increase from the findings in 2019 (575€).

### How long have you been working as a freelance consultant?

The average experience as freelance consultants of the respondents is just over **6 years** (6.2). This is the same result as in 2021, but reflects about 1 more year of experience than when studied in 2017 (4.7 years), which could potentially correlate to the slightly higher daily rate seen after that time.

### How long is the initial contract duration of an average mission?



The average initial contract duration for freelancers is **9.3 months**. This is similar but slightly longer than when studied in 2021, at 9 months. This reflects continued growth in comparison to 2019, when average contract duration was reported at 7.5 months, and in 2017 at 7 months.

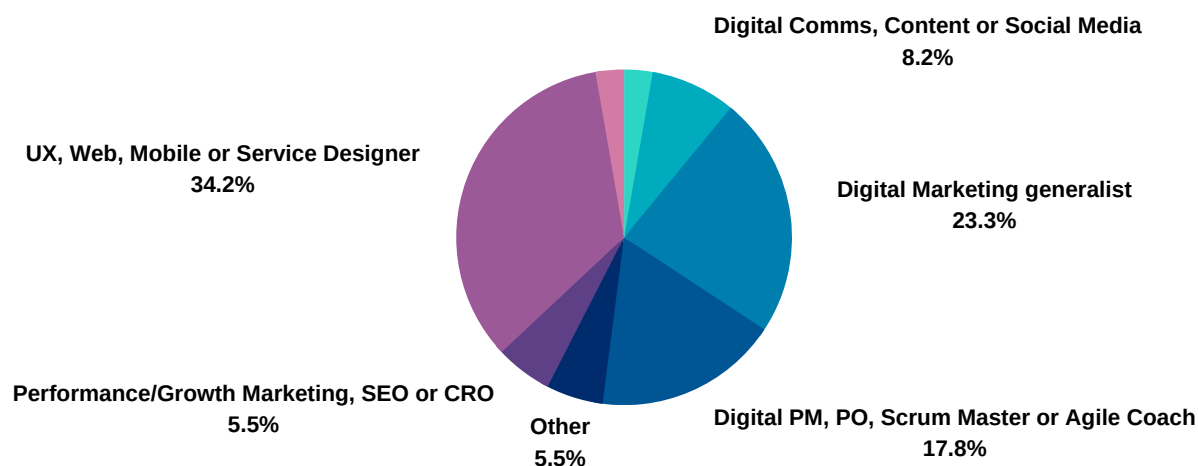
Looking to hire a digital marketing specialist?

Get in touch



# Freelance Consultants

## Specialty:



## Daily rate by job speciality

The average daily rate changes according to speciality or job category in digital. For job category descriptions, see above.

| Speciality                                  | Average daily fee |
|---|-------------------|
| CRM or Marketing Automation Expert          | €673              |
| Digital Comms, Content or Social Media      | €540              |
| Digital Marketing generalist                | €579              |
| Digital PM, PO, Scrum Master or Agile Coach | €750              |
| Performance/Growth Marketing, SEO or CRO    | €545              |
| UX, Web, Mobile or Service Designer         | €628              |
| Web or Digital Analyst                      | €575              |
| Other                                       | €670              |

As seen in the previous chart, the freelance digital experts with the **highest daily rates are the specialty of Digital project managers/Product owners/Agile coaches**. The specialties include jobs such as: Web Project Manager, Digital Product Owner, Mobile Product Owner, Scrum Master or Technical Project Manager. This average rate is surpassed by the category of **CRM or Marketing Automation Experts** at an average daily rate of €673.

### Daily rate by industry

The average daily rate also varies by industry in which the respondents work. The highest earning industries are **Transport & Automotive, Telecom and Retail & FMCG**.

| Industry                   | Average daily fee |
|----------------------------|-------------------|
| Agency & Consulting        | €624              |
| Finance, Insurance & Legal | €594              |
| IT & SaaS                  | €565              |
| Media & Entertainment      | €695              |
| Pharma & Healthcare        | €707              |
| Public sector              | €620              |
| Retail & FMCG              | €722              |
| Telcom                     | €795              |
| Transport & Automotive     | €820              |
| Other                      | €483              |

### Daily rate by location

The average daily rate also varies by location in which the respondents work. The highest earning location is **West Flanders**, followed by **Flemish Brabant** and **Antwerp**. The lowest earning location for freelancers is **Limburg**.

| Region          | Average daily fee |
|-----------------|-------------------|
| Antwerp         | €660              |
| Brussels        | €622              |
| East Flanders   | €645              |
| Flemish Brabant | €673              |
| Limburg         | €520              |
| Walloon Brabant | €651              |
| West Flanders   | €760              |

# Freelance Consultants

## Daily rate by age

In examining daily rate by age, we see a mostly steady **increase with age** through the mid 50's. There were no respondents working as freelance consultants under the age of 25.

| Age ranges | Average daily fee |
|------------|-------------------|
| 25-34      | 565€              |
| 35-44      | 658€              |
| 45-54      | 682€              |
| +55        | 630€              |

## Daily rate by years experience in digital

If we focus on the years of experience in digital rather than age, we mostly continue to note a correlation of **increased daily rate with more years of experience**. This correlation however is somewhat weaker than with increase in age alone.

| Years experience in digital | Average daily fee |
|-----------------------------|-------------------|
| 1 - 3 years                 | 629€              |
| 4 - 5 years                 | 486€              |
| 6 - 10 years                | 606€              |
| > 10 years                  | 668€              |

## Daily rate by level of education

We observe a steady increase of earnings reported with an increase of education level until the level of **Master's degrees**, as these respondents are the highest earners. However, we notice that "other" forms of education can earn at a similar rate to those with Bachelor's degrees.

| Education level  | Average daily fee |
|------------------|-------------------|
| Secondary school | 549€              |
| Bachelor's       | 618€              |
| Master's         | 654€              |
| Doctorate        | 480€              |
| Other            | 610€              |

# Freelance Consultants

## Satisfaction with employment type

Additionally in this survey, respondents were asked if they are happy working as freelancers or would prefer to change to internal full-time employment. The majority (87%) reported being **happy with freelance status**, with only 13% reporting that they would prefer to change to internal/permanent employment. This is an increase compared to the 2021 findings, with 78% reporting satisfaction with their freelance status.

## Summary

The **highest paid freelance digital consultants** have a **higher education** level, and tend to be older with **many years experience in digital**. The areas in which the best paid freelance consultants live are in: **West Flanders**, followed by Flemish Brabant and Antwerp. The global average daily rate for freelancers in digital marketing in Belgium is **628€**.

The highest paid job categories are: **Digital project managers/Product owners/Agile coaches** and **CRM or Marketing Automation** Experts. By industries, freelancers make an higher daily fee in **Transport & Automotive, Telecom and Retail & FMCG**.

Furthermore, the vast majority of freelancers are **satisfied** with their working arrangements and plan to remain as freelancers, and they are satisfied with their income.

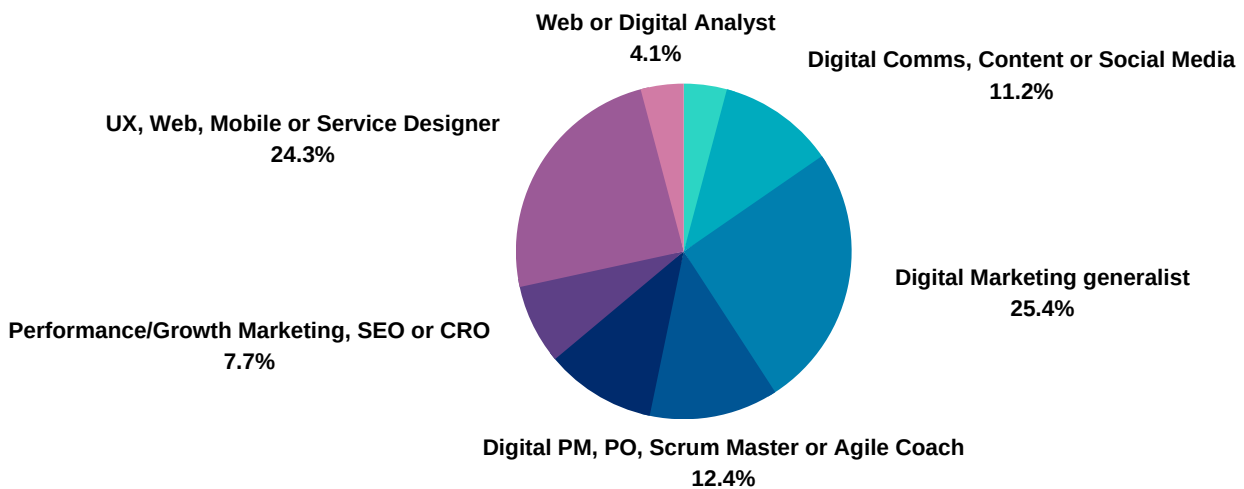


# Permanent employee responses

## Permanent employees

### Representation of Specialties

The following job categories were represented. For description of the categories, refer to the primary introduction. Other jobs represented include digital channel manager, digital transformation manager or solution architect, among others.



### Monthly income by job category

In 2023, the average gross monthly income for permanent employees is 4.628€. The following average monthly incomes were reported in different job categories.

| Job Category                              | Average monthly income |
|---|------------------------|
| CRM or Marketing Automation Expert        | €4,821                 |
| Digital Comms, Content or Social Media    | €3,652                 |
| Digital Marketing generalist              | €5,103                 |
| Digital PM, PO, Scrum Master, Agile Coach | €5,022                 |
| Performance/Growth Marketing, SEO or CRO  | €4,783                 |
| UX, Web, Mobile or Service Designer       | €4,392                 |
| Web or Digital Analyst                    | €4,315                 |

# Permanent employees

As seen on the previous page, the **highest monthly income** for permanent employees are for those working as **Digital marketing generalists**. This can often include department heads and managers. The next highest earning category is **Digital Project Manager/Product Owners**. Other jobs in this category include specialties such as Scrum Masters and Agile Coaches.

The next highest paid category for permanent employees is **CRM or Marketing Automation Expert**. This differs slightly from freelance workers, where generalists are not the top earners, but the following categories earn higher daily rates.

## Monthly income / industry:

In comparing the industries in which permanent employees work, the following was reported.

| Industry                   | Average monthly income |
|----------------------------|------------------------|
| Agency & Consulting        | €3,886                 |
| Finance, Insurance & Legal | €5,294                 |
| Hospitality & Tourism      | €6,564                 |
| IT & SaaS                  | €4,797                 |
| Media & Entertainment      | €3,949                 |
| Pharma & Healthcare        | €4,853                 |
| Public sector              | €4,541                 |
| Retail & FMCG              | €4,848                 |
| Telcom                     | €4,733                 |
| Transport & Automotive     | €4,777                 |
| Utilities                  | €5,292                 |

The **highest paid industry** reported for permanent employees is the **Hospitality & Tourism**, followed by **Finance, insurance & legal** and **Utilities industry**. This shows some difference from freelancers, who earn the most in the Transport & Automotive, Telecom and Retail & FMCG industry.

# Permanent employees

## Monthly income by level of education completed

| Level education  | Average monthly income |
|------------------|------------------------|
| Secondary school | €4,500                 |
| Bachelor's       | €4,223                 |
| Masters          | €4,933                 |
| Doctorate        | €2,000                 |
| Other            | €3,500                 |

Higher education levels among permanent employees generally report higher earnings until the level of **Master's degrees**. This is a similar result as reported for freelancers. Again we see that "other" forms of education are not the lowest earners.

## Monthly income by years experience in digital

| Years experience in digital | Average monthly income |
|-----------------------------|------------------------|
| less than 1 year            | €4,000                 |
| 1 - 3 years                 | €3,605                 |
| 4 - 5 years                 | €3,859                 |
| 6 - 10 years                | €4,544                 |
| > 10 years                  | €5,806                 |

## Monthly income by age

| Age ranges | Average monthly income |
|------------|------------------------|
| 18-24      | €2,770                 |
| 25-34      | €4,050                 |
| 35-44      | €5,265                 |
| 45-54      | €6,018                 |
| 55+        | €4,890                 |

We can observe a general correlation between **more experience in digital and higher earnings**. There is a notable jump in the earnings of those respondents who have **more than ten years of experience**. There is also clear correlation between age and higher earnings for permanent employees, with those **over 25** earning on average 30% more than those under 25 report earning monthly. It is interesting to note these trends are broken by those over 55, as well as those with only one year of experience.

# Permanent employees

## Monthly income by region

| Years experience in digital | Average monthly income |
|-----------------------------|------------------------|
| Antwerp                     | €4,209                 |
| Brussels                    | €4,992                 |
| East Flanders               | €4,436                 |
| Flemish Brabant             | €4,565                 |
| Liège                       | €4,207                 |
| Limburg                     | €3,968                 |
| Luxembourg                  | €5,150                 |
| Netherlands                 | €4,324                 |
| Walloon Brabant             | €5,033                 |
| West Flanders               | €4,225                 |

The average monthly income also varies by location in which the respondents work. The highest earning location for permanent employees in Belgium is **Walloon Brabant**, followed closely by **Brussels**. Permanent employees in Limburg reported the lowest earnings.



# Permanent employees

## Satisfaction with employment type

Additionally in this survey, respondents were asked if they are happy working as internal/permanent employees or would prefer to change to the majority of their income coming from freelance work. The majority (74%) reported being **happy with internal employment status**, with 26% reporting that they would prefer to change to freelance employment. While still mostly satisfied, this number shows a higher interest in changing when compared to current freelance workers, who report a 87% intention to remain in freelancer work.

## Summary

The **highest paid internal employees** tend to have a **higher education** level, with **many years experience in digital**. The areas in which the best paid freelance consultants live are in: **Walloon Brabant** and **Brussels**. The global average monthly salary for internal employees in digital marketing in Belgium is **4.628€**.

The highest paid job categories are: **Digital marketing generalists**, followed by **Digital Project Manager/Product Owners** and **CRM or Marketing Automation Experts**. By industries, internal employees make an higher salary in **Hospitality & Tourism**, followed by **Finance, insurance & legal** and the **Utilities** industry.

Within the trend of correlated increase in salaries along with year of experience and age, there is an exception per category. Those with only one year of experience tend to out earn those with a few more years, and earnings do not increase over the age of 55. While numerous factors could influence this, including a limited data set, one explanation could be an exceptional salary year in 2022 and 2023 due to inflation and economic influence.

# Insights Report

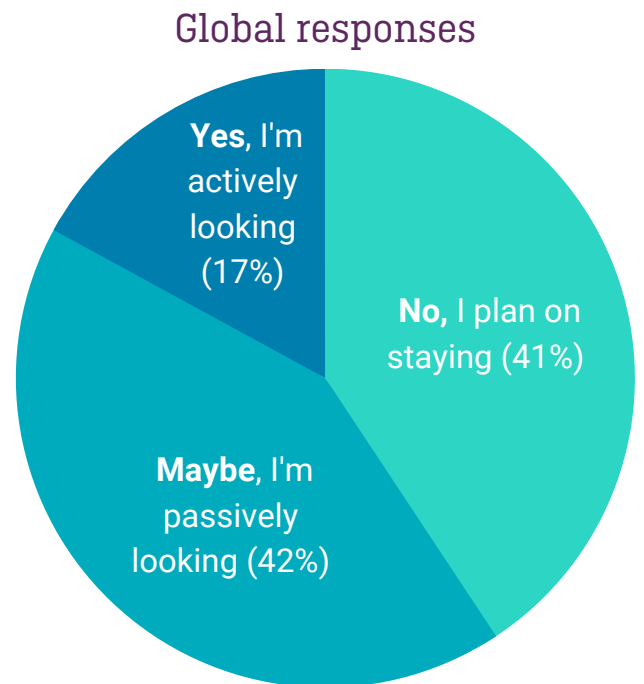
## Second edition: 2023

This report goes beyond earnings and demographics to discuss the **current work atmosphere** for freelance and permanent employees in the digital marketing sphere in Belgium today. Main topics covered include retention, motivators for choosing employers or changing jobs, and shifts in priorities.

## Retention and intention

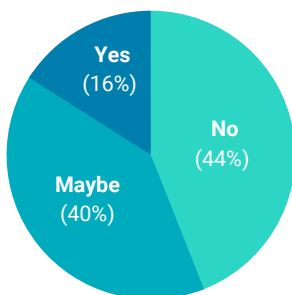
### Are you considering changing jobs in the next 6 months?

The most common response to this question is **"maybe, I'm passively looking"** at 42%, just slightly higher than those who responded that they are not considering changing jobs soon. Those responding *"maybe"* combined with those who responded *"yes, I am actively looking"* for a new job represent **59% of the active workforce who may not remain in their current company by the end of the year.** This is an important figure for employers to keep in mind in their retention goals, hiring strategies, engagement plans, and recruiting models.



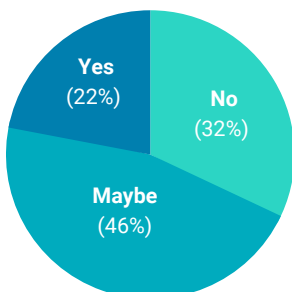
This is an important figure for employers to keep in mind in their retention goals, hiring strategies, engagement plans, and recruiting models.

### Permanent employee responses



In investigating these **responses per worker type**, we see that nearly **1 in 6 permanent employees are actively looking for another job** and intend to leave within 6 months, with an additional 40% passively looking. These figures are very similar to what was reported by this group in 2021.

### Freelance responses



**Freelance workers are much more mobile** both compared to permanent employees, as well as when compared to 2021. 17% more of this group reports actively searching, and a 10% decrease in those committed to staying.

This could reflect fiercer competition for these professionals, shorter contracts, or other motivators. Retaining freelance professionals is likely to be increasingly important to employers as they manage their workforce and roadmap delivery.

# Insights Report

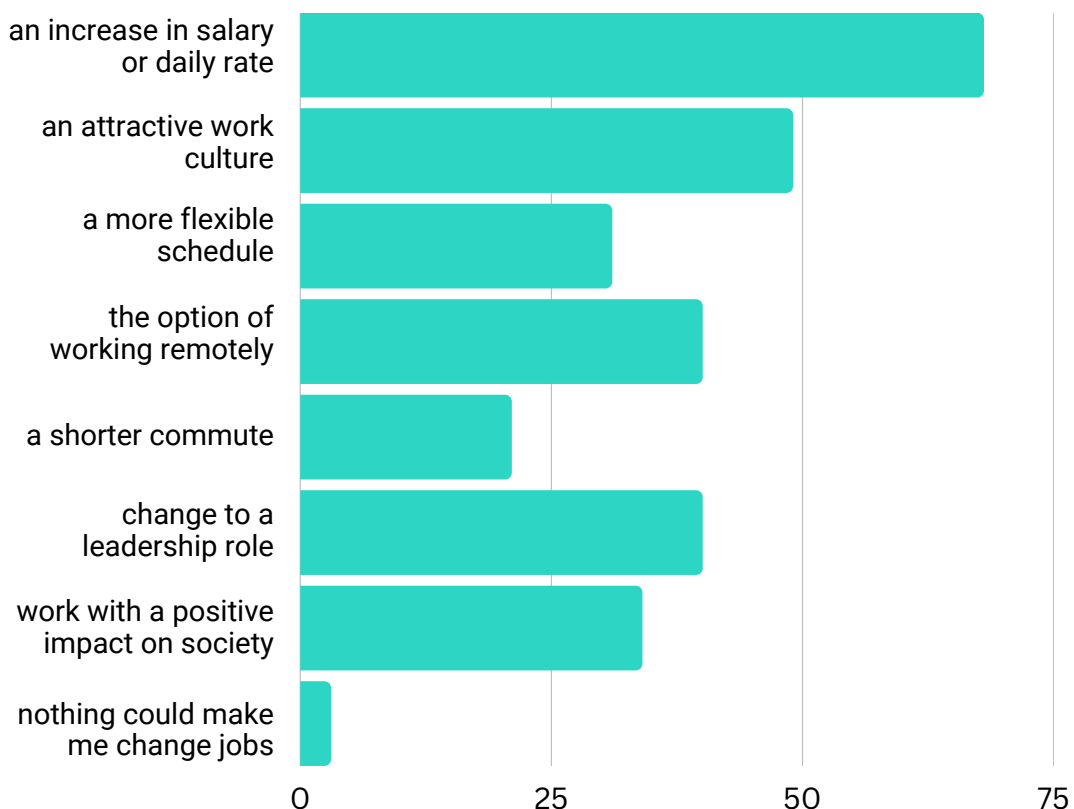
## Motivators to change jobs

### Which factors could individually motivate you to change jobs?

The most common response was that an **increase in salary** or daily rate could convince a worker to change jobs (68% overall). This motivator was also the strongest when measured in 2021 (65%). Nearly as attractive globally is an **attractive work culture**, with 49% of workers overall willing to change jobs for this.

When separating by employment type, beyond the above mentioned, **permanent employees** reported an increase in desire for **remote work** (7% more valuable than in 2021) whereas **freelance** or contract workers are further motivated by **flexibility** (15% increase from 2021).

Across employment types, people are less motivated to change jobs based on **positive societal impact** when compared to 2021, with the value dropping by 8% for contractors and 14% for permanent employees. This trend is still highly motivating for some employee groups, and should be carefully considered within an organization's current employer brand strategy.



# Insights Report

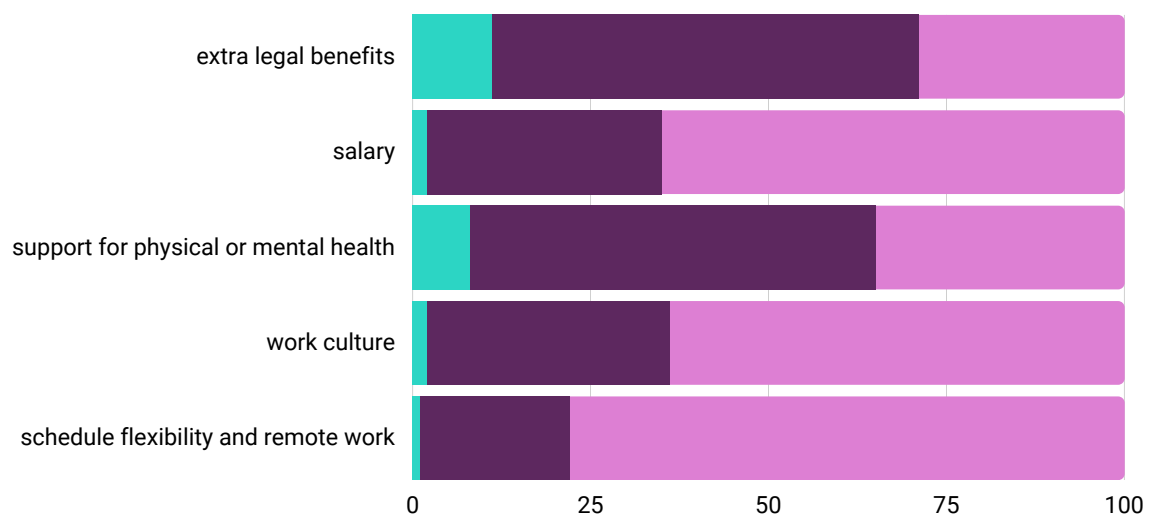
## Changes in priorities

**Over the past year, have any of these work factors become more or less important to you now?**

Given the ongoing ripple effect of COVID-19 on the world, economy and work environment, this question explores whether respondents recognize a change in their priorities over this time. Most interesting to note are which categories became collectively "less important now" and which are "more important now".

The factor which **decreased** in importance the most were **extra legal benefits**, with 11% reporting that benefits are less important now than they previously were. The factor which **increased** in importance the most was **schedule flexibility or remote work**. 78% of respondents reported this factor being more important to them now than it was one year ago, which is even greater than when reported in 2021 (71%). This is followed closely by **salary** and **work culture**, which respectively 65% and 64% of respondents find more important now. This indicates which factors could continue to motivate employee retention positively or negatively through the near future. The increase in importance of these factors, in combination with the benefits discussed, suggest that the **work culture of an employer will likely continue to grow in importance** to all types of employees.

### Key



# Insights Report

## Climate outlook

### Are you optimistic about the labor market and workplace trends you see on the horizon?

Respondents were asked to share their impressions of the current market, touching on earning potential, professional prospects and the general labor climate within digital marketing and Benelux region.

The responses reflect an overall **optimistic sentiment** towards the labor market. There is an emphasis on the digital field, with opportunities and high demand for skilled professionals. The market growth in UX and digital sectors is seen as particularly promising. Additionally, there is a **growing awareness of employee well-being**, although concerns about mental workload and burnout exist. Flexibility in work arrangements, including remote work, is becoming increasingly important. Overall, the labor market is viewed favorably, with confidence in **adapting to changes** and a **recognition of freelancers as viable options** for companies. Below are some individual responses.

In my opinion, yes. I think I have enough knowledge to adapt to the labor market even if my position were to disappear.

Yes, freelancers are a good option right now, for companies.

I believe the market in the field of UX or digital is still growing and the need of experts is always there. The need for specialists also seems to be there so there are many opportunities.

There has never been a shortage of opportunities in digital for as long as I can remember, and the need of both specialists and generalist is ever increasing.

Yes, for sure! We are in a good market where there is a high demand for domain experts.

I feel optimistic. Employers are more aware about the well being of employees, but at the same time I have the feeling that I have to work much more than before and that the mental load is higher. I also notice how there is more conversation around burn out, which makes me nervous.

I'm indeed positive for both myself and particularly those the digital analytics industry. As long as we have the willingness and the right resources to stay abreast with the constant changes that are deeply impacting our field (business, technical and privacy-related advancements) and we keep investing on upgrading the soft skills pillar of our workforce, I believe we will do well since the industry will need more and more data-minded people with a good understanding of people's emotions.

Yes, the flexibility is more and more important and the employers are starting to understand this point. I could not go back to a full time at the office kind of work.

The labor market is still good even though the economy is shrinking a bit. Customers are becoming more demanding so this is a challenge for all IT providers and many industries.

# Thank you for reading the 2023 Income & Insight Report!

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