

THE ICA TALENT CHARTER

We believe in people.

And we believe in creativity that delivers results.

The future of Canada's agency sector depends on both.

Talent is not a pipeline to be filled.

Talent is our greatest competitive advantage.

Our people turn creativity into effectiveness, innovation, and sustainable growth — for clients, agencies, and Canada's economy. Yet that advantage is under pressure. Technology is evolving fast. Expectations are rising. Talent is scarce.

If we want a thriving Canadian agency sector tomorrow, we must consistently invest in people today.

WHAT WE STAND FOR

As the ICA Talent Advisory Committee, we commit to helping build an agency sector where:

- Opportunity is open to all — regardless of identity, background, accent, education, or network.
- Talent is nurtured and grown through mentorship, leadership development, and future-focused skills such as AI and business effectiveness.
- People feel supported and valued in workplaces that prioritize creativity, inclusion, wellbeing, and fair pay.
- Pride in our industry needs strengthening to make Canada the best place in the world to build a creative career.

OUR AMBITION

Our ambition is simple and unapologetic:

To help every ICA member agency invest in talent as a driver of effectiveness, innovation, and sustainable growth.

Because when our people thrive, our agencies perform.

And when our agencies perform, Canada wins.

OUR MISSION

The ICA Talent Advisory Committee exists to make Canada's agency sector a place where skilled, diverse, and ambitious people want to build their careers — an industry that invests in people, grows leaders, and sustains creativity as a true business accelerator.

OUR COMMITMENTS

1. ATTRACT NEW TALENT & EXPAND ACCESS

- Position Canada's agencies as a rewarding, creative, and impactful career choice.
- Increase awareness among students and career-changers through partnerships with schools, competitions, and award programs.
- Build a national internship program, supported by government and industry, to open doors for underrepresented talent.

2. DEVELOP FUTURE LEADERS

- Create structured learning and mentorship pathways to fast-track junior talent into leadership.
- Address the "lost middle" by equipping intermediate talent with leadership, strategic, and commercial skills.
- Future-proof the workforce through continuous AI training and business upskilling.

3. RETAIN & SUPPORT TALENT

- Establish a People Leaders Network across agencies to share tools, templates, and best practices.
- Encourage agencies to treat internships and training as long-term investments.
- Build programs that improve engagement, mobility, and long-term career satisfaction.

4. SHAPE INDUSTRY CULTURE & PRIDE

- Champion creativity not only as craft, but as a competitive business advantage for Canada.
- Launch shared benchmarks — including an industry Net Promoter Score (NPS) — to measure pride and advocacy within the profession.
- Build a collective ICA-led voice on AI, diversity, and culture to attract and retain the next generation of talent.