



Canadian Automobile Dealers Association
 Corporation des Associations de Détaillants d'Automobiles

2022 INDUSTRY REPORT

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The Canadian Automobile Dealers Association (CADA) has prepared this Industry Report to assist its dealer members in assessing broad workforce trends within their dealerships and in the larger marketplace. The presentation of this information is not intended to encourage concerted action among competitors or any other action on the part of dealers that would in any matter fix or stabilize the price or any element of the price of any good or service.

No individual dealership data are disclosed or available. CADA assumes no liability for any use of the data in this Industry Report.



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I. Introduction



Summer 2022

Dear Dealer Members,

I am pleased to present you with the first national Industry Report, prepared to complement the 2022 National Workforce Study that we recently concluded. After an unprecedented few years for the automotive industry and for the world, we believe this report will offer additional value to dealer members navigating the post-pandemic economy.

2020, 2021 and 2022 were rollercoaster years for the industry and the economy. The amazing flexibility and adaptability of dealers was on full display across Canada. As dealers know, the auto industry around the world is one of the most highly integrated sectors of the economy. Supply chain issues, inventory shortages and delays, and more were just some of the challenges that Canadian dealers faced with resolve and aplomb.

The 2022 National Workforce Study was the first of its kind for CADA. Offered to dealer members beginning in early 2022, this study anonymously collected a variety of workforce related metrics including compensation, work hours, and more. Dealer members who participated in this survey received individual comparison reports comparing their data to others in their region.

The 2022 Industry Report gives dealers an additional set of tools to help them recover as we move out of the pandemic and towards a more profitable future. As we move further down the road to achieving 100% zero-emission vehicles by 2035, and determine the effects of the upcoming federal luxury tax on our industry, this report provides further details about the industry at large, and some of the emerging trends for dealers.

In closing, I would like to thank all dealers and the Provincial Associations across Canada for their support and ongoing work to bolster the automotive industry in Canada. You are all ambassadors for our sector and we are grateful for your tireless efforts to support our industry.

As always, CADA staff, the Executive Committee, Board of Directors, and Provincial Associations continue to work hard to ensure our members keep the economy strong and our customers moving.

I would like to thank and acknowledge the hard work of ESI-Q in preparing this report and for managing the National Workforce Study. I would also like to thank NCM Associates for their generous sponsorship of the Workforce Study project.

Thank you for your ongoing support and work in your communities,

A handwritten signature in black ink, appearing to read 'Tim Reuss'.

Tim Reuss
President & CEO

II. Key Findings and Statistics

Approximately 420 CADA member dealerships participated in the CADA 2022 National Workforce Study. Participating dealerships submitted payroll records for all active employees as of December 31, 2021, all employees hired and all employees terminated during the 2021 calendar year.

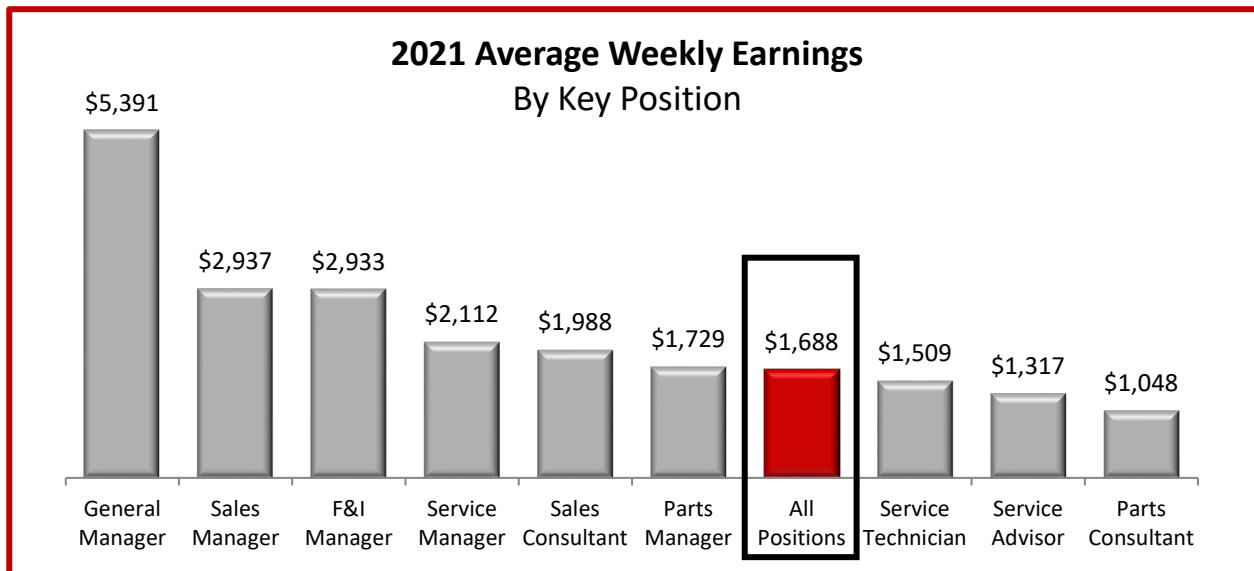
The 2022 Industry Report includes key findings and statistics based on a full analysis of over 40,000 payroll records submitted by dealers who participated in the Workforce Study. The retail automotive findings and statistics in the Report are broken down into four levels of information and comparisons:

- All-dealerships nationally
- Luxury and non-luxury (mass market) dealerships
- Higher volume and lower volume dealerships based on units sold
- Urban and rural dealerships.

Retail automotive workforce statistics were also compared to the Canadian Industry and Workforce Statistics published by *Statistics Canada (StatCan)*.¹

2021 Annual Compensation and Weekly Wages

According to StatCan, the average weekly earnings (including overtime) for all Canadian employees in 2021 was **\$1,131** – a year-over-year increase of 3.0 percent.² The Workforce Study average weekly earnings (including overtime) across all dealership positions in 2021 was **49** percent higher at **\$1,688** and **62** percent of all employees in the Workforce Study earned more than the 2021 Canadian average weekly earnings.



¹ <https://www.statcan.gc.ca/>

² Statistics Canada. [Table 14-10-0223-01 Employment and average weekly earnings \(including overtime\) for all employees by province and territory, monthly, seasonally adjusted](#)

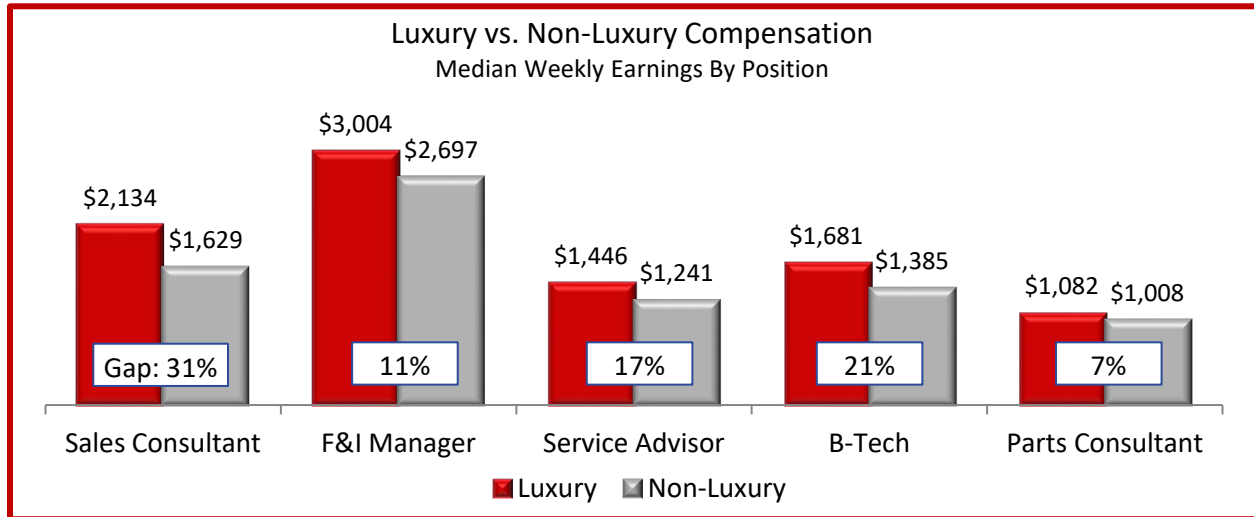
2021 ANNUAL COMPENSATION BY KEY POSITION – ALL DEALERSHIPS					
	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
All Positions	\$87,798	\$46,730	\$70,290	\$104,996	\$155,365
General Manager/Operator	\$280,348	\$167,348	\$239,284	\$350,000	\$493,261
Sales Manager	\$152,730	\$114,638	\$141,638	\$176,631	\$228,125
F&I Manager	\$152,511	\$105,555	\$144,667	\$184,986	\$239,054
Service Manager	\$109,809	\$86,997	\$105,000	\$128,260	\$156,103
Parts Manager	\$89,883	\$70,784	\$86,547	\$105,043	\$130,408
Sales Consultant	\$103,350	\$66,009	\$89,074	\$123,238	\$169,929
Service Advisor/Writer	\$68,477	\$52,367	\$65,704	\$81,705	\$99,137
Service Technician	\$78,485	\$60,084	\$75,588	\$94,881	\$114,785
Parts Consultant	\$54,503	\$43,680	\$53,215	\$63,162	\$73,867

The 2021 National median salary across All Positions in the Workforce Study is **\$70,290** per year, which means that half (50%) of people working in car dealerships are earning less than \$70,290 while the other half are earning more than **\$70,290**. The median represents the middle salary value.

Closely related to the median are three other values: the 25th percentile or “Bottom Quartile,” the 75th percentile or “Top Quartile” and the 90th percentile or “Top 10%.” Reading from the Bottom Quartile, 25% of car dealership employees are earning less than **\$46,730** while 75% of them are earning more than **\$46,730**. In the Top Quartile, 75% of car dealership employees are earning less than **\$104,996** while 25% are earning more than **\$104,996**. Finally, in the Top 10%, 90% of car dealership employees are earning less than **\$155,365** while 10% are earning more than **\$155,365**.

Luxury vs. Non-Luxury Dealership Compensation

Across nearly all positions employees working in luxury franchise dealerships have higher earnings compared to non-luxury or mass market dealership employees. The differences in earnings vary significantly by position.

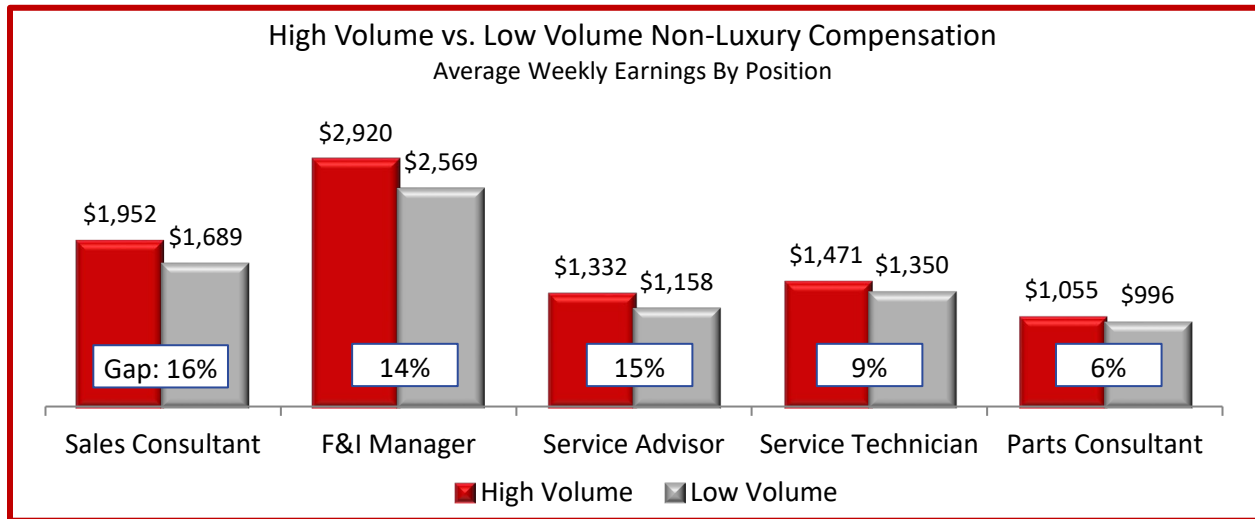


2021 ANNUAL COMPENSATION BY POSITION – NON-LUXURY VS. LUXURY

	Non-Luxury		Luxury	
	Average	Median	Average	Median
All Positions	\$85,435	\$68,277	\$96,131	\$78,556
General Manager/Operator	\$263,120	\$230,783	\$347,775	\$319,497
Sales Manager	\$150,463	\$135,819	\$162,621	\$155,495
F&I Manager	\$146,621	\$140,282	\$175,913	\$156,205
Service Manager	\$108,317	\$103,279	\$117,066	\$114,897
Parts Manager	\$89,134	\$85,920	\$92,974	\$92,857
Sales Consultant	\$97,315	\$84,734	\$123,024	\$110,992
Service Advisor/Writer	\$66,414	\$64,549	\$75,090	\$75,104
Service Technician	\$74,870	\$72,023	\$88,264	\$87,427
Parts Consultant	\$53,980	\$52,413	\$56,495	\$56,270

High Volume vs. Low Volume Non-Luxury Dealership Compensation

Across nearly all positions employees working in larger high volume franchise dealerships have higher earnings compared to smaller low volume dealership employees. The differences in earnings vary significantly by position. Non-Luxury high volume dealerships sold more than 750 new and used units and nonluxury low volume dealerships sold less than 750 new and used units.

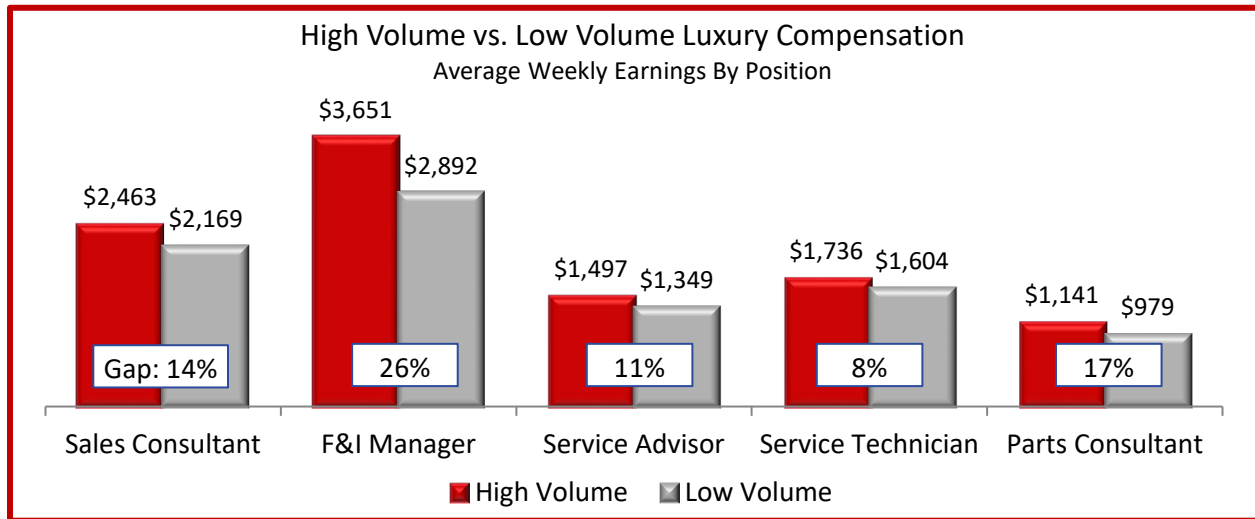


2021 ANNUAL COMPENSATION BY UNIT VOLUME – ALL NON-LUXURY DEALERSHIPS				
	National Average	National Median	Low Volume Average	High Volume Average
All Positions	\$85,435	\$68,277	\$79,951	\$88,065
General Manager/Operator	\$263,120	\$230,783	\$201,576	\$309,515
Sales Manager	\$150,463	\$135,819	\$134,236	\$159,604
F&I Manager	\$146,621	\$140,282	\$133,584	\$151,849
Service Manager	\$108,317	\$103,279	\$95,446	\$117,833
Parts Manager	\$89,134	\$85,920	\$78,332	\$97,260
Sales Consultant	\$97,315	\$84,734	\$87,816	\$101,497
Service Advisor/Writer	\$66,414	\$64,549	\$60,201	\$69,289
Service Technician	\$74,870	\$72,023	\$70,201	\$76,476
Parts Consultant	\$53,980	\$52,413	\$51,768	\$54,882

Non-Luxury Low volume: < 750 units (new and used) Non-Luxury High volume: > 750 units (new and used)

High Volume vs. Low Volume Luxury Dealership Compensation

Employees working in larger high volume Luxury dealerships have higher earnings compared to smaller low volume dealership employees. The differences in earnings vary significantly by position. Luxury high volume dealerships sold more than 905 new and used units and non-luxury low volume dealerships sold less than 905 new and used units.

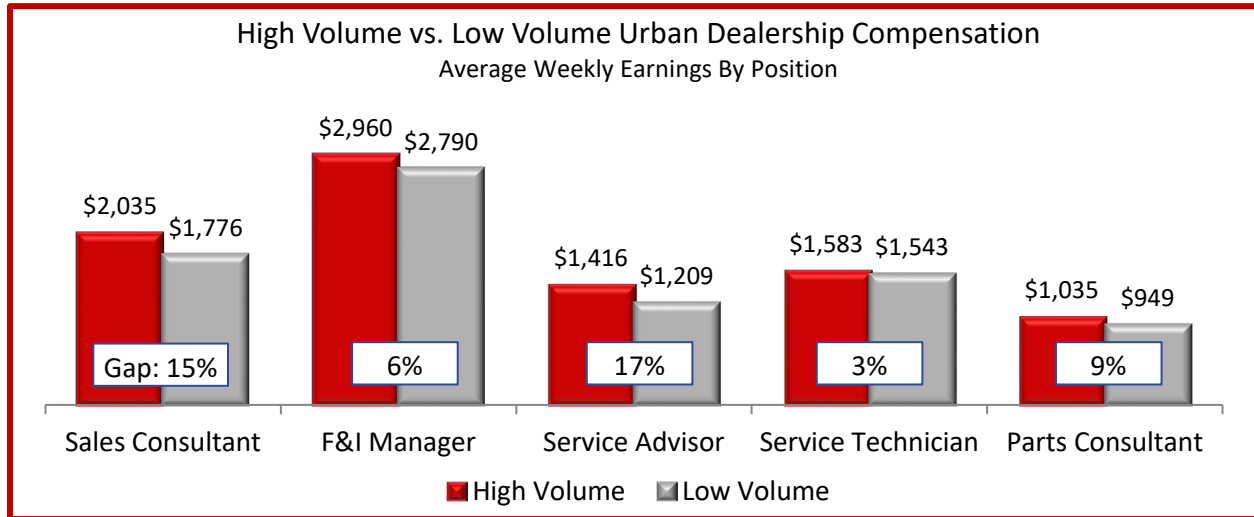


2021 ANNUAL COMPENSATION BY UNIT VOLUME – ALL LUXURY DEALERSHIPS				
	National Average	National Median	Low Volume Average	High Volume Average
All Positions	\$96,132	\$78,556	\$95,350	\$96,556
General Manager/Operator	\$347,775	\$319,497	\$285,327	\$402,165
Sales Manager	\$162,621	\$155,495	\$145,170	\$179,168
F&I Manager	\$175,913	\$156,205	\$150,360	\$189,875
Service Manager	\$117,066	\$114,897	\$118,788	\$115,801
Parts Manager	\$92,974	\$92,857	\$87,739	\$98,733
Sales Consultant	\$123,024	\$110,992	\$112,779	\$128,065
Service Advisor/Writer	\$75,090	\$75,104	\$70,156	\$77,830
Service Technician	\$88,264	\$87,427	\$83,425	\$90,266
Parts Consultant	\$56,495	\$56,270	\$50,892	\$59,329

Luxury Low volume: < 905 units (new and used) Luxury High volume: > 905 units (new and used)

High Volume vs. Low Volume Urban Dealership Compensation

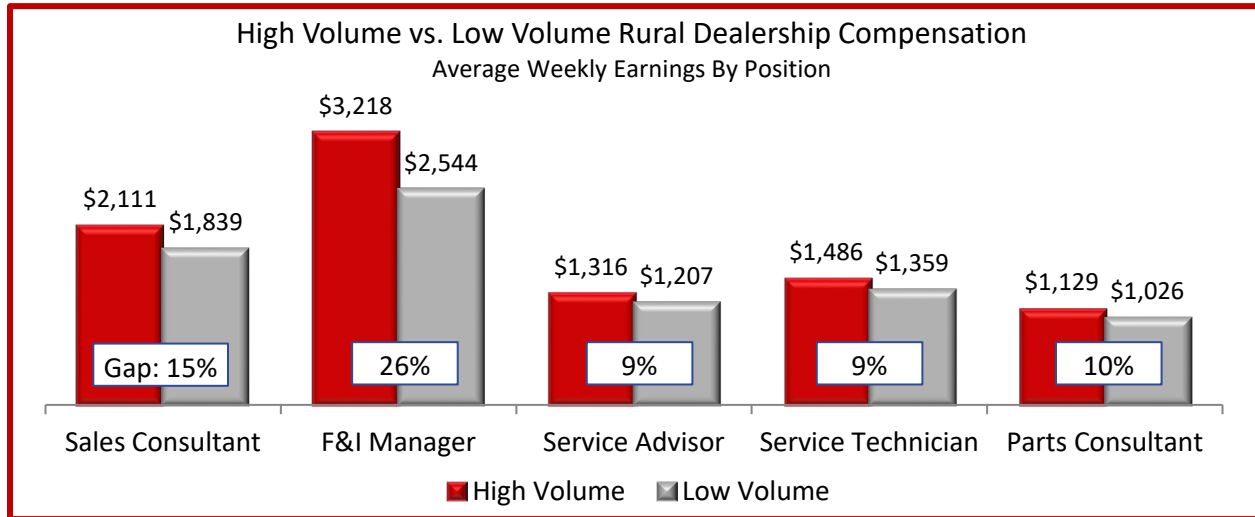
Employees working in larger high volume Urban dealerships have higher earnings compared to smaller low volume Urban dealership employees. The differences in earnings can vary significantly by position. Urban and rural dealerships are classified based on postal codes.



2021 ANNUAL COMPENSATION BY UNIT VOLUME – ALL URBAN DEALERSHIPS				
	National Average	National Median	Low Volume Average	High Volume Average
All Positions	\$88,701	\$70,669	\$85,797	\$89,667
General Manager/Operator	\$314,378	\$303,279	\$256,018	\$339,565
Sales Manager	\$148,003	\$139,106	\$129,597	\$156,722
F&I Manager	\$151,791	\$143,542	\$145,087	\$153,931
Service Manager	\$112,916	\$106,024	\$103,780	\$116,909
Parts Manager	\$91,528	\$89,719	\$78,607	\$97,800
Sales Consultant	\$102,390	\$89,021	\$92,373	\$105,808
Service Advisor/Writer	\$70,684	\$66,908	\$62,857	\$73,608
Service Technician	\$81,824	\$79,217	\$80,231	\$82,301
Parts Consultant	\$52,729	\$50,889	\$49,328	\$53,836

High Volume vs. Low Volume Rural Dealership Compensation

Employees working in larger high volume Rural dealerships have higher earnings compared to smaller low volume Rural dealership employees. The differences in earnings can vary significantly by position. Urban and rural dealerships are classified based on postal codes.



2021 ANNUAL COMPENSATION BY UNIT VOLUME – ALL RURAL DEALERSHIPS				
	National Average	National Median	Low Volume Average	High Volume Average
All Positions	\$86,815	\$69,931	\$82,719	\$90,027
General Manager/Operator	\$249,286	\$215,059	\$202,473	\$309,783
Sales Manager	\$157,688	\$147,542	\$142,457	\$169,934
F&I Manager	\$153,406	\$146,635	\$132,307	\$167,340
Service Manager	\$106,773	\$102,455	\$97,029	\$118,345
Parts Manager	\$88,403	\$84,000	\$81,531	\$97,107
Sales Consultant	\$104,445	\$89,135	\$95,636	\$109,787
Service Advisor/Writer	\$66,274	\$64,767	\$62,771	\$68,432
Service Technician	\$74,582	\$72,870	\$70,648	\$77,294
Parts Consultant	\$56,382	\$56,237	\$53,368	\$58,708

III. 2021 Employee Retention and Turnover

Total annualized employee turnover in Canadian dealerships in 2021 was **35** percent.³ Employee turnover ranged from a low of **8** percent for General Managers to a high of over **60** percent for lube technicians, lot attendants/porters, cashiers and receptionists. The turnover numbers include voluntary separations and involuntary terminations, as well as retirements.

Retention is defined as the percentage of employees you retain or keep in a position over a period of time, whereas turnover is defined as the percentage of employees who leave a position over a defined period of time (all separations and/or terminations for any and all reasons).

One-year retention is reported as the percentage of active employees (as of December 31, 2021) who completed at least one full year of employment at the dealership. The all-position one-year retention rate at the end of 2021 was **76** percent, which means **76** percent of the active employees were hired before January 1, 2021, and **24** percent were hired in the calendar year 2021.



Three-year retention is reported as the percentage of active employees who completed three full years or more of employment at the dealership. The all-position three-year retention rate at the end of 2021 was **54** percent. Three-year retention has a high impact on dealership gross profit.

Research by ESi-Q shows that sales consultants, service advisors, and service technicians reach their peak productivity after three years in the dealership. The 2021 three-year retention rate for service technicians was **70** percent. Three-year retention rates for sales consultants and service advisors were **45** percent and **48** percent, respectively, which means over 50 percent of employees in these positions leave the dealership before they reach peak productivity.

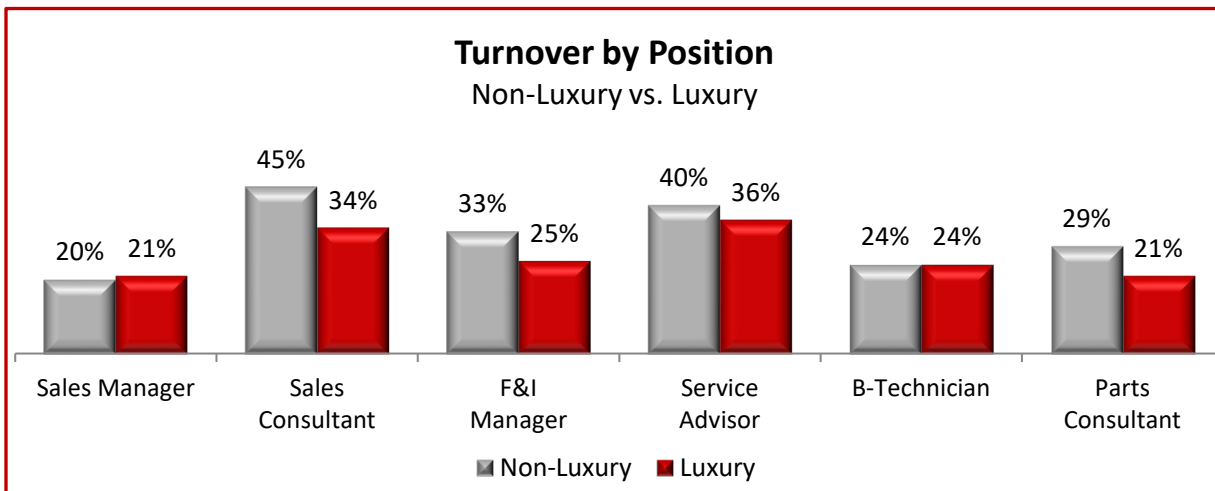
The median tenure of all active employees at the end of 2021 was **3.5** years and the average tenure was **6.7** years. Median tenure ranged from a high of **9.6** years for General Managers to a low of a little more than **one** year for lube technicians, lot attendants/porters, BDC/schedulers, and receptionists.

³ To calculate the annualized turnover rate, we divide the total number of terminations reported for the 2021 calendar year by the total active head count reported as of December 31, 2021.

2021 Employee Retention and Turnover – All Dealerships

2021 NATIONAL RETENTION AND TURNOVER – ALL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	35%	76%	54%	3.5	6.7
General Manager/Operator	8%	93%	81%	9.6	11.7
Sales Manager	20%	85%	62%	4.7	7.0
F&I Manager	31%	79%	54%	3.5	5.6
Service Manager	21%	85%	68%	6.6	9.8
Parts Manager	15%	89%	75%	8.3	12.1
Sales Consultant	43%	74%	45%	2.7	5.3
Service Advisor/Writer	39%	72%	48%	2.8	5.1
Service Technician	24%	86%	70%	6.2	9.2
Parts Consultant	28%	78%	57%	3.9	7.3

2021 Luxury vs. Non-Luxury Dealership Retention and Turnover



2021 NATIONAL RETENTION AND TURNOVER – NON-LUXURY DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	35%	75%	53%	6.9	3.4
General Manager/Operator	6%	93%	81%	8.9	11.7
Sales Manager	20%	85%	62%	4.6	7.1
F&I Manager	33%	79%	54%	3.6	5.7
Service Manager	19%	86%	67%	6.5	9.9
Parts Manager	15%	88%	75%	8.4	12.4
Sales Consultant	45%	73%	44%	2.6	5.2
Service Advisor/Writer	40%	71%	47%	2.7	5.0
Service Technician	24%	85%	67%	6.0	9.3
Parts Consultant	29%	77%	57%	3.9	7.6

2021 NATIONAL RETENTION AND TURNOVER – LUXURY DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	34%	77%	57%	6.2	3.7
General Manager/Operator	13%	94%	83%	10.3	11.6
Sales Manager	21%	87%	62%	4.9	6.6
F&I Manager	25%	82%	57%	3.5	5.1
Service Manager	28%	81%	73%	7.8	9.8
Parts Manager	19%	90%	77%	7.9	11.0
Sales Consultant	34%	78%	53%	3.4	5.7
Service Advisor/Writer	36%	74%	53%	3.3	5.6
Service Technician	24%	91%	78%	6.7	8.9
Parts Consultant	21%	81%	60%	3.9	6.0

2021 Urban vs. Rural Dealership Retention and Turnover

2021 NATIONAL RETENTION AND TURNOVER – URBAN DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	36%	75%	54%	6.5	3.4
General Manager/Operator	10%	92%	81%	10.4	12.8
Sales Manager	21%	84%	62%	4.6	6.9
F&I Manager	31%	82%	58%	3.7	5.7
Service Manager	23%	85%	66%	6.5	9.9
Parts Manager	20%	88%	78%	8.7	12.2
Sales Consultant	45%	73%	44%	2.6	5.2
Service Advisor/Writer	40%	70%	50%	3.0	5.3
Service Technician	24%	87%	71%	6.1	8.9
Parts Consultant	29%	77%	57%	3.7	6.9

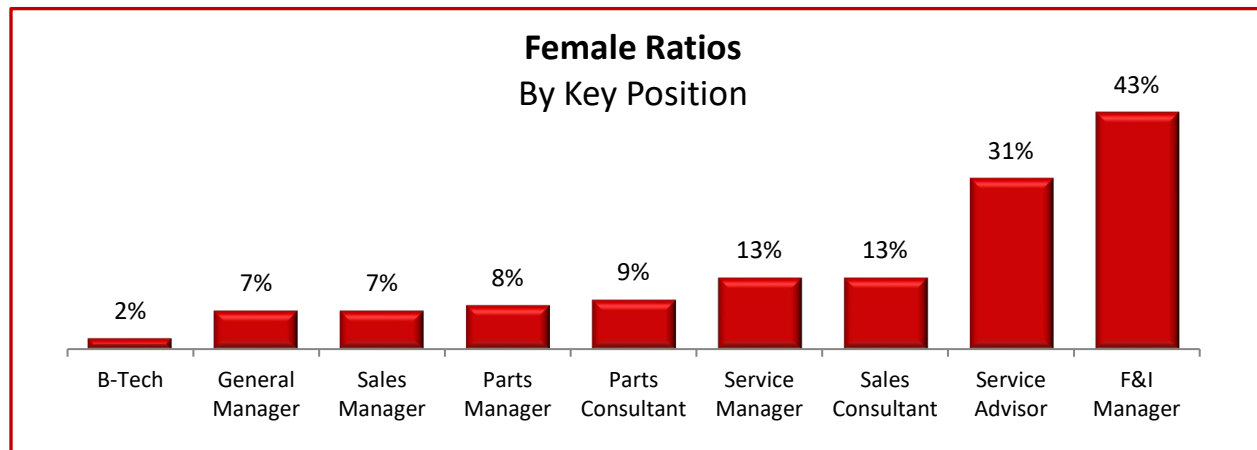
2021 NATIONAL RETENTION AND TURNOVER – RURAL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	33%	76%	54%	7.0	3.6
General Manager/Operator	6%	94%	81%	8.1	10.7
Sales Manager	19%	87%	62%	4.8	7.1
F&I Manager	31%	76%	51%	3.2	5.4
Service Manager	18%	86%	70%	7.0	9.8
Parts Manager	11%	90%	72%	7.8	12.0
Sales Consultant	40%	76%	44%	2.8	5.4
Service Advisor/Writer	39%	73%	47%	2.7	4.9
Service Technician	25%	85%	69%	6.2	9.5
Parts Consultant	26%	78%	58%	4.2	7.7

2021 Dealership Workforce Demographics

The Gender Gap

Retail Automotive is a male-dominated industry. At the end of 2021, only **23** percent of active employees in Canadian new car dealerships were women. According to StatCan employment data for automobile dealers, the female ratio has increased less than 2 percentage points since 2016.

Among the nine key positions, F&I managers have the highest ratio of women at **43** percent, followed by service advisors at **31** percent. Since 2016 the number of females working as F&I managers and service advisors has increased significantly compared to other key positions.

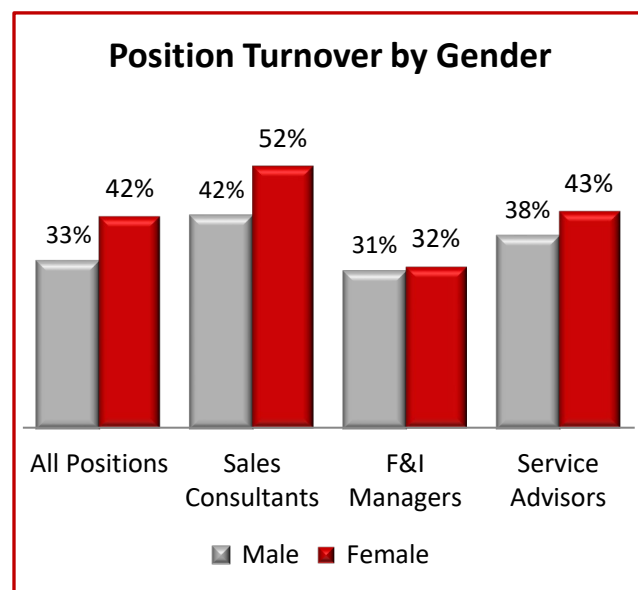


Turnover by Gender

Female employee turnover across all positions in new-car dealerships in 2021 was **42** percent – **9** points higher than the male turnover rate of **33** percent.

Female turnover in the sales consultant position in 2021 was **52** percent – **10** points higher than the male turnover rate of **42** percent.

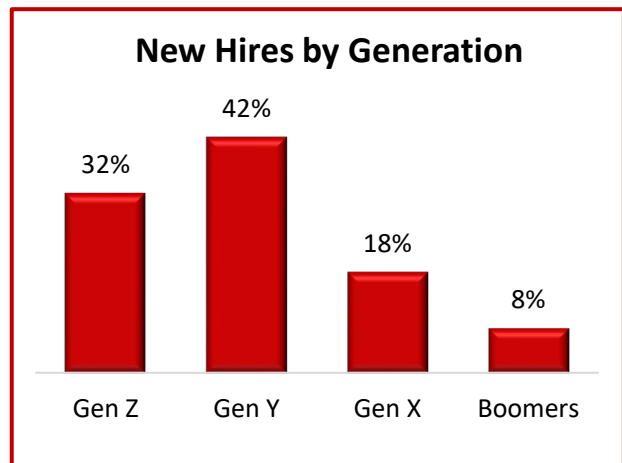
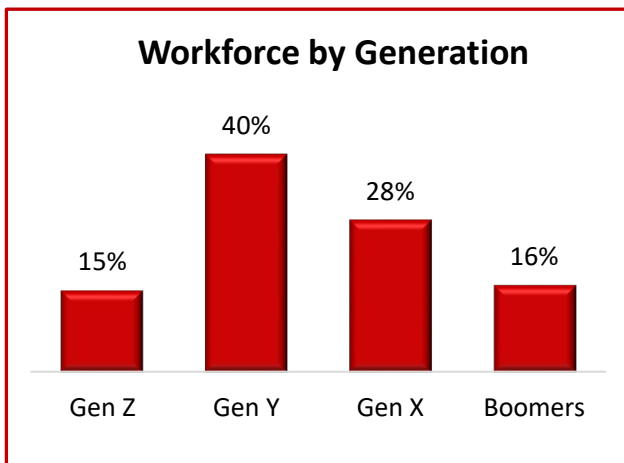
Based on the higher ratio of females and the lower difference in turnover between men and women, the F&I manager appears to be the most “female-friendly” production position followed by the service advisor position.



Dealership Workforce by Generation⁴

The median age of all active Canadian dealership employees as of December 31, 2021 was **38.8** years. The median age of male employees was 39.3 years compared to median age of **36.7** years for female employees.

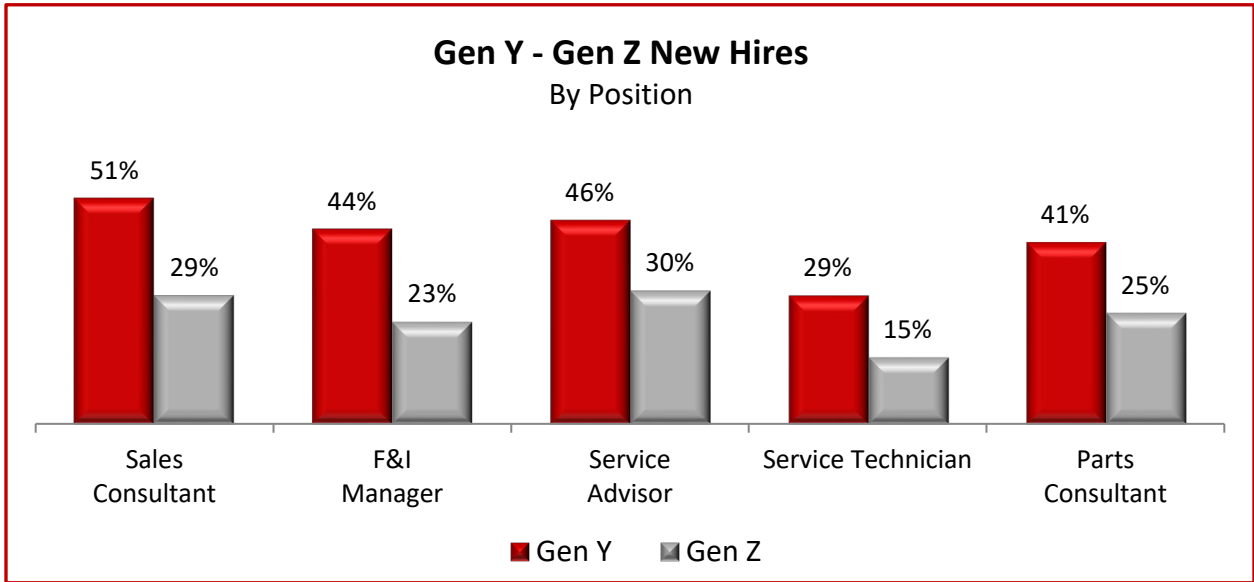
The generational mix of the 2021 workforce continues to shift as the number of Digital Natives (Gen Z) increases and the Generation X and Baby Boomer numbers decrease. Millennials (Gen Y) and Digital Natives are now **55** percent of the dealership workforce. The percentage of Gen Z employees hired by new car dealerships in 2021 increased to **32** percent of all new hires, while the percentage of Gen X new hires decreased to **18** percent.



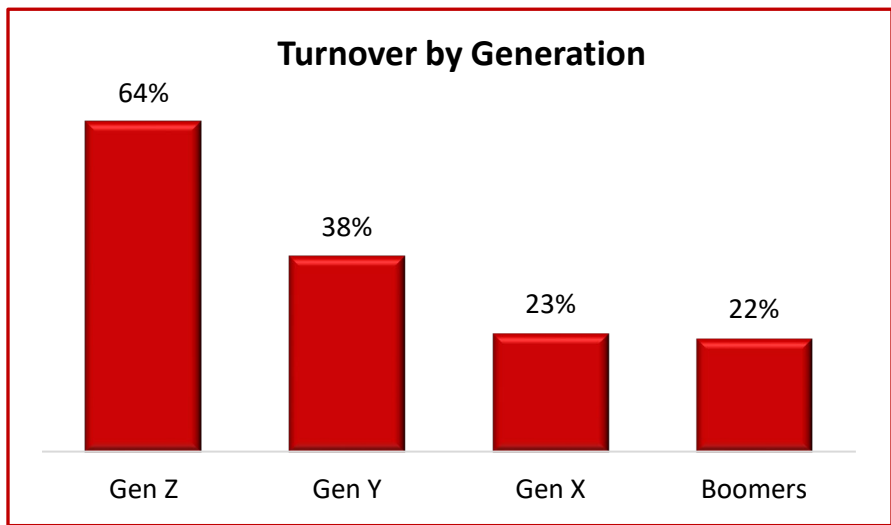
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Generations
<p>Baby Boomers: Born 1946 to 1964; ages 58 to 76 as of December 31, 2021</p> <p>Generation X: Born 1965 to 1980; ages 42 to 57 as of December 31, 2021</p> <p>Generation Y or Millennials: Born 1981 to 1996; ages 26 to 41 as of December 31, 2021</p> <p>Generation Z or Digital Natives: Born after 1996; ages 25 and younger as of December 31, 2021</p>
<p>Since there are no generally accepted beginning or end dates for Generation Y, we have adopted the Pew Research Center definition of generations. This will allow more accurate comparisons of the dealership workforce and the U.S. non-farm private sector. Prior years' age group statistics have been adjusted to report year-over-year changes and multi-year trends. Moving forward, we will continue to use birth years 1981-1996 to define Millennials.</p>

A lower number of Digital Natives were hired for production positions than Millennials. Dealerships hired nearly twice as many Millennials for production positions than Digital Native new hires.



Turnover in Digital Native employees at **64** percent is nearly three times the level of turnover in Gen X and Boomer turnover and accounts for a significant portion of total dealership turnover. A significant portion of Baby Boomer turnover is related to retirements. The higher levels of turnover in Millennials and Digital Natives is driven by these three factors — poorly defined career paths, commission-based pay plans, and working long hours and weekends.





IV. Dealership Compensation in 2021

The CADA 2022 Workforce Study includes compensation statistics for 60 different dealership job titles.

	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
All Positions	\$87,798	\$46,730	\$70,290	\$104,996	\$155,365

The 2021 National Median salary across All Positions in the Workforce Study is **\$70,290** per year, which means that half (50%) of people working in car dealerships are earning less than \$70,290 while the other half are earning more than **\$70,290**. The median represents the middle salary value.

Closely related to the median are three other values: the 25th percentile or Bottom Quartile, the 75th percentile or Top Quartile and the 90th percentile or Top 10%. Reading from the Bottom Quartile, 25% of car dealership employees are earning less than **\$46,730** while 75% of them are earning more than **\$46,730**. In the Top Quartile, 75% of car dealership employees are earning less than **\$104,996** while 25% are earning more than **\$104,996**. Finally, in the Top 10%, 90% of car dealership employees are earning less than **\$155,365** while 10% are earning more than **\$155,365**.



National Compensation – All Position Quartiles

2021 ANNUAL COMPENSATION – ALL POSITIONS – ALL DEALERSHIPS					
Position	National Average	Lower Quartile	National Median	Upper Quartile	Top 10%
MANAGEMENT POSITIONS					
Dealer Principal/Owner	\$243,787	\$121,903	\$169,500	\$255,540	\$54,9414
General Manager/Operator	\$280,348	\$167,889	\$239,284	\$350,000	\$493,261
Controller/Business Manager	\$110,579	\$77,808	\$100,000	\$134,189	\$171,529
General Sales Manager	\$207,636	\$160,299	\$195,808	\$241,284	\$319,037
Fixed Operations Director	\$143,419	\$111,623	\$136,919	\$167,012	\$206,452
Executive Assistant	\$70,130	\$47,200	\$67,243	\$78,004	\$104,914
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	\$64,744	\$48,949	\$57,687	\$79,089	\$94,701
Accountant/Accting. Manager	\$72,269	\$50,893	\$60,750	\$81,333	\$116,982
Human Resources Manager	\$79,309	\$56,000	\$69,703	\$93,635	\$129,514
Payroll Manager	\$68,250	\$50,400	\$68,976	\$82,321	\$101,524
Clerical Staff: AP/AR/Title	\$45,108	\$38,045	\$43,610	\$51,300	\$58,484
Cashier	\$36,436	*	\$34,990	*	
Receptionist/Switchboard	\$37,443	\$32,481	\$36,903	\$42,230	\$48,869
SALES POSITIONS					
Sales Manager	\$152,730	\$114,638	\$141,850	\$176,630	\$228,125
Used/CPO Sales Manager	\$153,382	\$111,900	\$141,304	\$180,783	\$224,170
Fleet/Commercial Sales Manager	\$147,627	\$80,446	\$119,244	\$196,862	\$317,705
F&I Director/ Producer	\$152,511	\$105,555	\$144,667	\$184,986	\$239,054
Internet Sales/BDC Manager	\$100,294	\$67,381	\$86,733	\$107,502	\$181,323
Sales Closer/ Team Leader	\$123,664	\$82,086	\$110,754	\$148,464	\$210,452
Sales Consultant	\$103,350	\$66,009	\$89,074	\$123,238	\$169,929
Internet Sales Consultant	\$84,611	\$42,514	\$56,520	\$124,581	\$169,841
Product Specialist	\$66,100	\$44,644	\$55,078	\$74,326	\$122,907
BDC Rep/CSR/Scheduler	\$48,137	\$37,974	\$45,557	\$57,700	\$67,808
CSI/Client Relations Manager	\$58,884	\$38,581	\$57,017	\$65,954	\$78,276
Advertising/Marketing Manager	\$66,485	\$46,800	\$59,847	\$79,811	\$93,118
U/C Reconditioning Tech	\$54,376	*	\$47,417	*	*
Dealer Trade Driver	\$40,999	\$33,626	\$37,659	\$48,180	\$53,606
Car Buyer	\$137,857	*	\$78,604	*	*
SERVICE POSITIONS					
Service Manager	\$109,809	\$86,997	\$105,000	\$128,260	\$156,103
Express/Quick Lube Manager	\$69,037	*	\$70,791	*	*



2021 ANNUAL COMPENSATION – ALL POSITIONS – ALL DEALERSHIPS

Position	National Average	Lower Quartile	National Median	Upper Quartile	Top 10%
Shop Foreman/Asst Manager	\$90,282	\$73,442	\$89,430	\$104,805	\$120,694
Service Advisor/Writer	\$68,477	\$52,367	\$65,704	\$81,705	\$99,137
A-Tech/Master/Team Leader	\$80,882	\$61,728	\$78,435	\$93,793	\$119,190
B-Service Technician	\$78,485	\$60,084	\$75,588	\$94,881	\$114,785
C-Tech/Apprentice/Trainee	\$44,669	\$33,169	\$40,479	\$53,673	\$69,563
D-Tech/Hourly Lube Tech	\$38,648	\$32,037	\$36,184	\$41,425	\$48,965
Dispatcher	\$61,035	\$48,981	\$58,133	\$68,198	\$84,899
Warranty Administrator	\$54,835	\$41,480	\$51,373	\$65,452	\$77,413
Detail/PDI/Prep Manager	\$51,347	\$39,789	\$45,701	\$59,176	\$79,308
Appointment Coordinator	\$49,078	\$37,613	\$44,530	\$56,350	\$74,452
Porter/Lot Person/Detailer	\$39,177	\$32,313	\$37,195	\$44,111	\$52,336
Courtesy Shuttle Driver	\$34,875	\$30,166	\$34,437	\$38,760	\$43,402
PARTS POSITIONS					
Parts Manager	\$89,883	\$70,784	\$86,547	\$105,043	\$130,408
Warehouse/Asst. Parts Manager	\$64,474	\$55,640	\$62,733	\$74,568	\$85,102
Wholesale Parts Sales	\$63,903	\$47,085	\$65,184	\$73,345	\$84,462
Parts Consultant	\$54,503	\$43,680	\$53,215	\$63,162	\$73,867
Parts Driver	\$36,209	\$32,071	\$35,641	\$40,622	\$46,000
Parts Shipper/Receiver	\$42,109	\$36,631	\$40,618	\$46,562	\$52,501
Parts Stockperson	\$55,002	\$43,550	\$48,867	\$68,851	\$78,725
BODY SHOP POSITIONS					
Body Shop Manager	\$91,810	\$68,450	\$86,134	\$105,341	\$137,448
Body Shop Foreman	\$85,873	\$69,198	\$74,772	\$111,748	\$128,154
Estimator/Advisor	\$60,358	\$53,306	\$60,795	\$65,500	\$81,569
B/S Admin Support	\$44,113	\$35,889	\$43,173	\$51,208	\$58,082
A-Tech/Master Metal-Paint	\$87,846	\$82,783	\$92,917	\$99,791	\$112,393
B-Tech/Metal/Painter	\$80,387	\$57,042	\$75,458	\$101,597	\$118,490
C-Tech/Apprentice/Trainee	\$50,693	\$34,174	\$43,065	\$58,598	\$84,634
D-Tech/Helper/Detailer	\$41,365	\$32,217	\$38,407	\$45,782	\$56,125
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	\$75,368	\$52,000	\$69,999	\$87,499	\$117,776
Website Manager/Webmaster	\$57,642	\$42,346	\$55,190	\$64,419	\$73,620
Maintenance/Janitor	\$47,828	\$36,136	\$45,188	\$56,310	\$73,362



V. Dealership Retention and Turnover in 2021

The CADA 2022 Workforce Study includes employee retention and turnover statistics for 60 different dealership job titles.

Retention is defined as the percentage of employees you retain or keep in a position over a period of time, whereas turnover is defined as the percentage of employees who leave a position over a defined period of time (all separations and/or terminations for any and all reasons).

To calculate the **annualized turnover** rate, we divide the total number of terminations reported for the 2021 calendar year by the total active head count reported as of December 31, 2021.

One-year retention is reported as the percentage of active employees (as of December 31, 2021) who completed at least one full year of employment at the dealership. A one-year retention rate of 78 percent, for example, means that 78 percent of the active employees were hired before January 1, 2021, and 22 percent were hired in the calendar year 2021.

Three-year retention is reported as the percentage of active employees who completed three full years or more of employment at the dealership.

We use employee hire dates to calculate the tenure of each active employee. The **median tenure** of all active employees is reported as years in decimal increments.



National Retention and Turnover – All Positions

2021 NATIONAL RETENTION & TURNOVER – ALL POSITIONS – ALL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
MANAGEMENT POSITIONS					
Dealer Principal/Owner	4%	98%	92%	24.7	24.6
General Manager/Operator	8%	93%	81%	9.6	11.7
Controller/Business Manager	17%	89%	75%	6.8	10.5
General Sales Manager	11%	87%	74%	7.8	9.7
Fixed Operations Director	13%	89%	78%	8.7	12.9
ADMINISTRATIVE POSITIONS					
Admin/Office Manager	10%	94%	81%	8.8	11.7
Accountant/Accting. Manager	23%	79%	64%	5.4	9.2
Human Resources Manager	28%	69%	48%	2.6	6.2
Payroll Manager	13%	85%	68%	6.2	9.3
Clerical Staff: AP/AR/Title	28%	78%	55%	3.7	6.8
Cashier	60%	65%	48%	2.2	5.1
Receptionist/Switchboard	67%	52%	26%	1.1	3.2
SALES POSITIONS					
Sales Manager	20%	85%	62%	4.7	7.0
Used/CPO Sales Manager	24%	89%	66%	4.7	7.2
Fleet/Commercial Sales Manager	16%	87%	62%	7.5	11.3
F&I Director/ Producer	31%	79%	54%	3.5	5.6
Internet Sales/BDC Manager	14%	97%	72%	4.2	8.1
Sales Closer/ Team Leader	20%	87%	71%	5.7	6.9
Sales Consultant	43%	74%	45%	2.7	5.3
Internet Sales Consultant	27%	59%	27%	1.4	2.4
Product Specialist	43%	64%	35%	2.3	4.1
BDC Rep/CSR/Scheduler	46%	58%	27%	1.3	2.6
CSI/Client Relations Manager	39%	86%	57%	3.2	5.2
Advertising/Marketing Manager	20%	70%	50%	2.8	4.3
U/C Reconditioning Tech	50%	61%	39%	2.3	4.9
Dealer Trade Driver	22%	75%	39%	2.4	3.6
SERVICE POSITIONS					
Service Manager	21%	85%	68%	6.6	9.8
Express/Quick Lube Manager	14%	90%	71%	5.7	7.3
Shop Foreman/Asst Manager	14%	93%	84%	11.1	13.3

2021 NATIONAL RETENTION & TURNOVER – ALL POSITIONS – ALL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
Service Advisor/Writer	39%	72%	48%	2.8	5.1
A-Tech/Master/Team Leader	14%	93%	81%	10.2	12.3
B-Service Technician	24%	86%	70%	6.2	9.2
C-Tech/Apprentice/Trainee	29%	70%	42%	2.4	4.0
D-Tech/Hourly Lube Tech	62%	51%	24%	1.1	3.1
Dispatcher	40%	82%	68%	5.3	8.1
Warranty Administrator	27%	88%	73%	7.3	10.7
Detail/PDI/Prep Manager	37%	79%	54%	3.5	6.0
Appointment Coordinator	49%	63%	39%	2.1	3.9
Porter/Lot Person/Detailer	67%	57%	34%	1.3	3.7
Courtesy Shuttle Driver	36%	78%	52%	3.3	5.4
PARTS POSITIONS					
Parts Manager	15%	89%	75%	8.3	12.1
Warehouse/Asst. Parts Manager	9%	92%	77%	7.9	10.9
Wholesale Parts Sales	7%	95%	79%	8.4	13.2
Parts Consultant	28%	78%	57%	3.9	7.3
Parts Driver	51%	69%	51%	3.2	5.6
Parts Shipper/Receiver	41%	62%	33%	1.4	4.9
Parts Stockperson	34%	77%	63%	4.8	10.5
BODY SHOP POSITIONS					
Body Shop Manager	18%	84%	67%	6.1	9.4
Body Shop Foreman	25%	100%	97%	13.5	16.2
Estimator/Advisor	37%	63%	45%	2.5	5.5
B/S Admin Support	24%	72%	47%	2.5	5.0
A-Tech/Master Metal-Paint	25%	86%	68%	6.0	9.1
B-Tech/Metal/Painter	26%	86%	72%	6.6	10.0
C-Tech/Apprentice/Trainee	21%	86%	64%	4.5	5.9
D-Tech/Helper/Detailer	45%	63%	36%	1.7	3.4
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	15%	85%	66%	5.0	7.9
Website Manager/Webmaster	30%	72%	38%	2.0	3.5
Maintenance/Janitor	30%	72%	50%	3.2	7.0



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