

CADA 2024 NATIONAL WORKFORCE STUDY



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2024



Canadian Automobile Dealers Association
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The Canadian Automobile Dealers' Association (CADA) has prepared this National Workforce Study 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 to be used for any improper purpose, including to engage in concerted action among dealers (especially if they are competitors) or any other action on the part of dealers that would in any manner (i) fix or stabilize the price or any element of the price of any good or service, (ii) reduce supply or allocate customers or markets, (iii) fix salaries, wages or terms of employment, or (iv) result in an agreement or arrangement to not solicit or hire each other's employees.

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

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I. Introduction



Dear Dealer Members,

I am thrilled to present to you the latest edition of the National Workforce Study, tailored to complement the ongoing trajectory of the automotive sector as we embark into 2024. This report is meticulously crafted to offer enhanced and strategic insights to dealer members navigating the evolving landscape of our industry.

The automotive industry continues its journey of adaptation and resilience, and the Workforce Study stands as a vital resource in this endeavor. By providing comprehensive insights into various workforce metrics, it equips dealer members with the necessary tools to thrive amidst emerging trends and transformative mandates, including the ongoing transition to 100% zero-emission vehicles by 2035 and the federal luxury tax.

We extend our sincere gratitude to all dealers and Provincial Associations for their steadfast support and unwavering dedication to fortify the automotive landscape in Canada. Your contributions serve as a cornerstone of our sector, propelling us towards continued success.

This year, we are happy to collaborate with ESI-Q in curating this study. Additionally, we express our appreciation to MNP for their sponsorship, exemplifying their commitment to advancing industry knowledge and fostering growth opportunities for dealerships nationwide. Their invaluable support will help us gather and analyze key employment and labour force data from dealerships across Canada. MNP is one of Canada's leading professional services firms — proudly serving individuals, businesses, and organizations in the areas of accounting, consulting, tax and digital services.

As we embark on another year of progress and collaboration, we invite you to delve into the insights offered within the 2024 National Workforce Study and harness its potential to drive innovation and excellence within your dealership. Together, let us continue to propel the automotive industry forward and shape a thriving future for all.

Warm regards,

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

Tim Reuss
President & CEO

II. Key Findings and Statistics

A record 611 CADA member dealerships participated in the CADA 2024 National Workforce Study. Participating dealerships submitted payroll records for all active employees as of December 31, 2023, all employees hired, and all employees terminated during the 2023 calendar year.

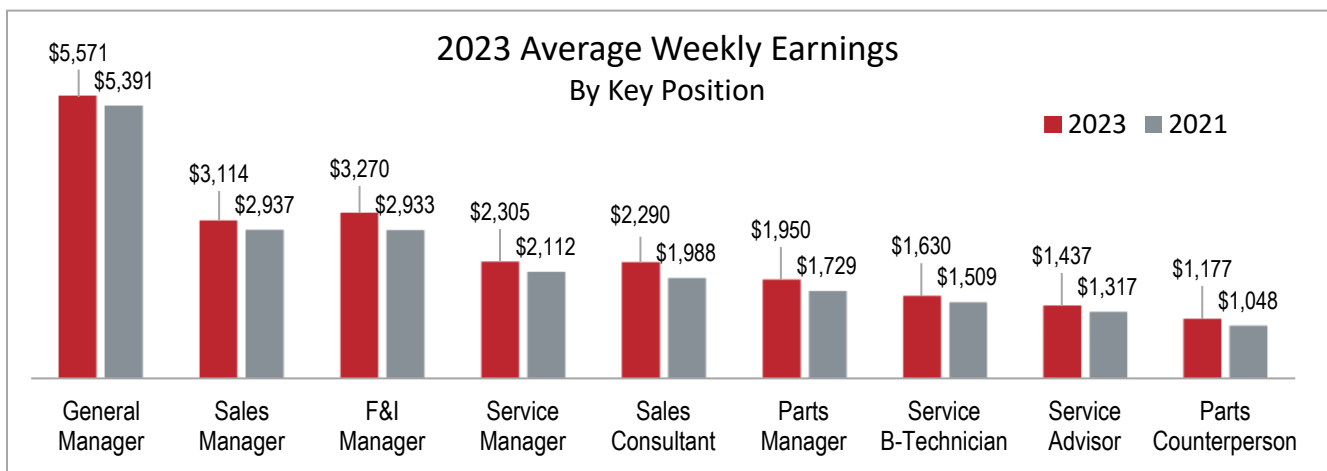
The 2024 Industry Report includes key findings and statistics based on a full analysis of 41,000 active and terminated employee payroll records submitted by dealers who participated in the Workforce Study. The retail automotive findings and statistics in the Report are broken down into four levels of 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)*.

2023 Annual Compensation and Weekly Wages

The Workforce Study average weekly earnings (including overtime) across all dealership positions in 2023 was **\$1,880** – an 11.4 percent increase compared to 2021 (or 5.7 percent annualized earnings growth.) According to StatCan, the average weekly earnings (including overtime) for all Canadian employees in 2023 was **\$1,205** – an increase of 6.6 percent compared to 2021 (or 3.3 percent annualized earnings growth.)¹ The average dealership employee weekly earnings in 2023 were **56** percent higher than the average weekly earnings for all Canadian employees in 2023.



¹ Statistics Canada. [Table 14-10-0223-01 Employment and average weekly earnings \(including overtime\) for all employees by province and territory, monthly, seasonally adjusted](#)



In 2023 **64** percent of all employees in the CADA Workforce Study earned more than the 2023 All Canadian average weekly earnings.

According to StatCan, the Consumer Price Index (CPI) increased 10.9 percent from 2021 to 2023.² With an earnings growth rate of 11.4 percent from 2021 to 2023, dealership employee earnings on average kept slightly ahead of the pace of inflation.

Although earnings growth for General Managers and Sales Managers slowed down in 2022 and 2023, earnings growth for Sales Consultants continued at a higher rate that outpaced inflation.

Earnings growth for Service Managers, Service Advisors, and Service Technicians did not keep pace with inflation over the last two years.

	Average Annual Earnings			Median Annual Earnings		
	2021	2023	Growth ³	2021	2023	Growth
All Positions⁴	\$87,798	\$97,749	↑ 11%	\$70,290	\$77,272	↑ 10%
General Manager/Operator	\$280,348	\$289,693	↑ 3%	\$239,284	\$251,450	↑ 5%
Sales Manager	\$152,730	\$161,907	↑ 6%	\$141,638	\$150,145	↑ 6%
F&I Manager	\$152,511	\$170,052	↑ 12%	\$144,667	\$157,410	↑ 9%
Service Manager	\$109,809	\$119,875	↑ 9%	\$105,000	\$113,466	↑ 8%
Parts Manager	\$89,883	\$101,382	↑ 13%	\$86,547	\$94,852	↑ 10%
Sales Consultant	\$103,350	\$119,069	↑ 15%	\$89,074	\$105,038	↑ 18%
Service Advisor/Writer	\$68,477	\$74,718	↑ 9%	\$65,704	\$72,292	↑ 10%
Service B-Technician	\$78,485	\$84,755	↑ 8%	\$75,588	\$80,803	↑ 7%
Parts Consultant	\$54,503	\$61,205	↑ 12%	\$53,215	\$59,705	↑ 12%

The 2023 National median salary across All Positions in the Workforce Study is **\$77,272** per year, a **10** percent increase compared to 2021. The median means that half (50%) of people working in car dealerships are earning less than **\$77,272** while the other half are earning more than **\$77,272**.

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%.” (See next page.) In the Bottom Quartile, 25% of car dealership employees are earning less than **\$52,186** while 75% of them are earning more than **\$52,186**. In the Top Quartile, 75% of car dealership employees are earning less than

² Statistics Canada. [Table 18-10-0005-01 Consumer Price Index, annual average, not seasonally adjusted](#)

³ Total earnings growth over two years, not annualized growth rate.

⁴ **All Positions** includes all job titles from Dealer Operator and General Manager to hourly staff (porters, detailers, clerical jobs, etc.)

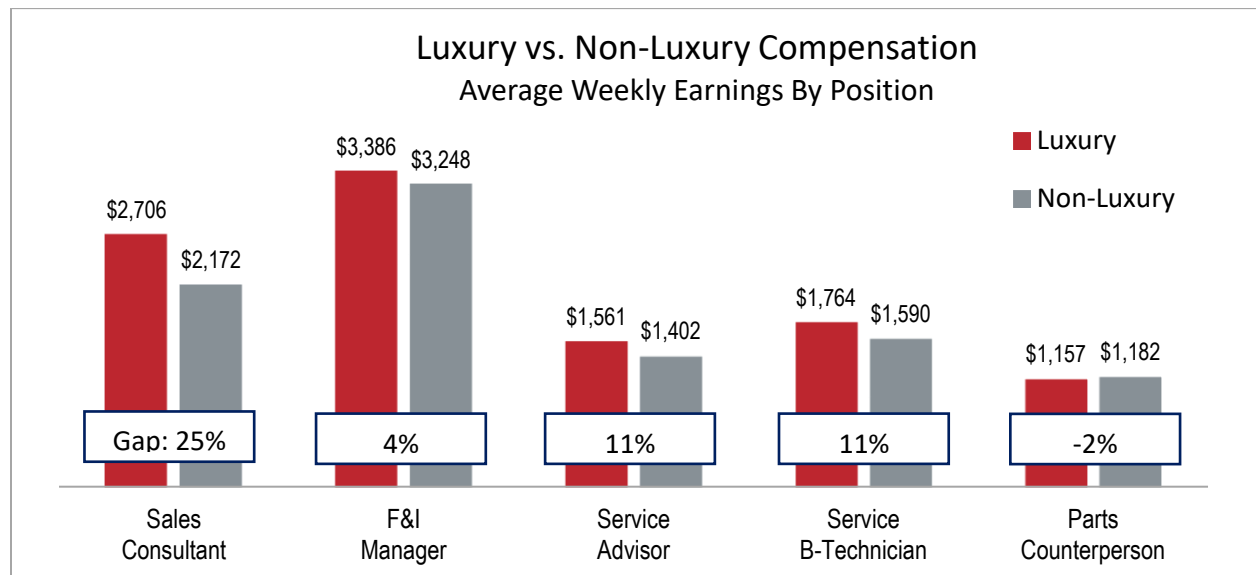


\$115,587 while 25% are earning more than **\$115,587**. Finally, in the Top 10%, 90% of car dealership employees are earning less than **\$174,528** while 10% are earning more than **\$174,528**.

2023 ANNUAL COMPENSATION BY KEY POSITION – ALL DEALERSHIPS					
	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
All Positions	\$97,749	\$52,186	\$77,272	\$115,587	\$174,528
General Manager/Operator	\$289,693	\$180,000	\$251,450	\$366,881	\$497,431
Sales Manager	\$161,907	\$119,821	\$150,145	\$191,796	\$238,805
F&I Manager	\$170,052	\$117,991	\$157,410	\$204,252	\$268,542
Service Manager	\$119,875	\$92,000	\$113,466	\$142,380	\$173,758
Parts Manager	\$101,382	\$77,333	\$94,852	\$118,089	\$148,870
Sales Consultant	\$119,069	\$76,968	\$105,038	\$144,681	\$196,836
Service Advisor/Writer	\$74,718	\$57,850	\$72,292	\$88,335	\$105,014
Service B-Technician	\$84,755	\$64,839	\$80,803	\$98,579	\$123,726
Parts Counterperson	\$61,205	\$49,902	\$59,705	\$70,930	\$82,614

Luxury vs. Non-Luxury Dealership Compensation

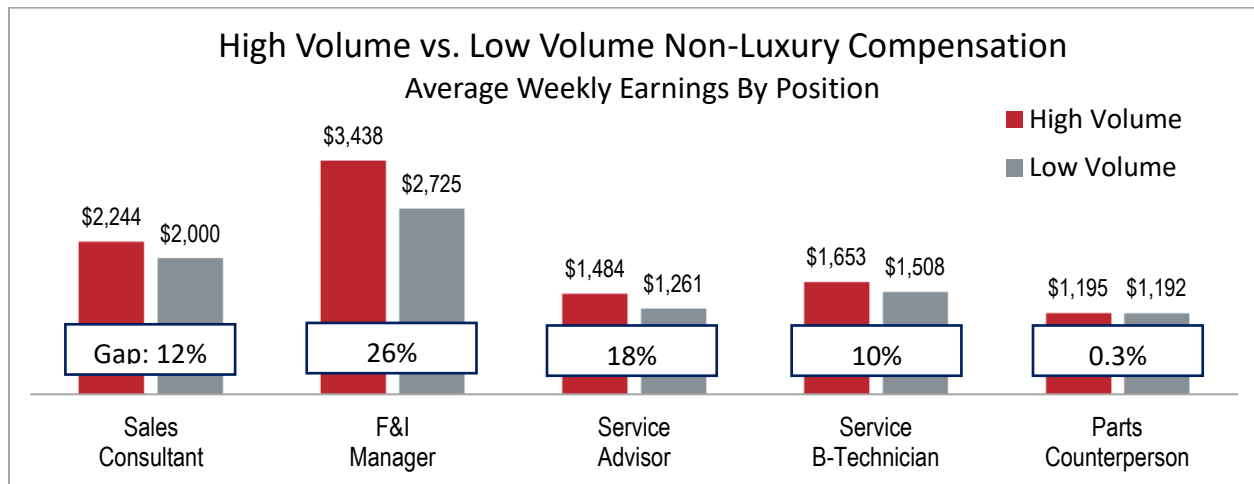
Typically, employees working in luxury franchise dealerships have higher earnings compared to employees in similar positions in non-luxury or mass market dealerships. The differences in earnings vary significantly by position with a 25 percent gap in Sales Consultant earnings to almost no difference in Parts Advisor/ Counterperson earnings.



2023 ANNUAL COMPENSATION BY POSITION – NON-LUXURY VS. LUXURY						
	Non-Luxury Median Earnings			Luxury Median Earnings		
	2021	2023	Growth	2021	2023	Growth
All Positions	\$68,277	\$76,005	↑ 11%	\$78,556	\$82,800	↑ 5%
General Manager/Operator	\$230,783	\$240,619	↑ 4%	\$319,497	\$300,390	↓ -6%
Sales Manager	\$135,819	\$148,374	↑ 9%	\$155,495	\$160,400	↑ 3%
F&I Manager	\$140,282	\$153,813	↑ 10%	\$156,205	\$170,894	↑ 9%
Service Manager	\$103,279	\$109,200	↑ 6%	\$114,897	\$138,727	↑ 21%
Parts Manager	\$85,920	\$92,114	↑ 7%	\$92,857	\$112,274	↑ 21%
Sales Consultant	\$84,734	\$99,899	↑ 18%	\$110,992	\$123,331	↑ 11%
Service Advisor	\$64,549	\$70,405	↑ 9%	\$75,104	\$80,325	↑ 7%
Service B-Technician	\$72,023	\$79,009	↑ 10%	\$87,427	\$86,578	↓ -1%
Parts Counterperson	\$52,413	\$59,705	↑ 14%	\$56,270	\$59,756	↑ 6%

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 695 new and used units and nonluxury low volume dealerships sold less than 695 new and used units.

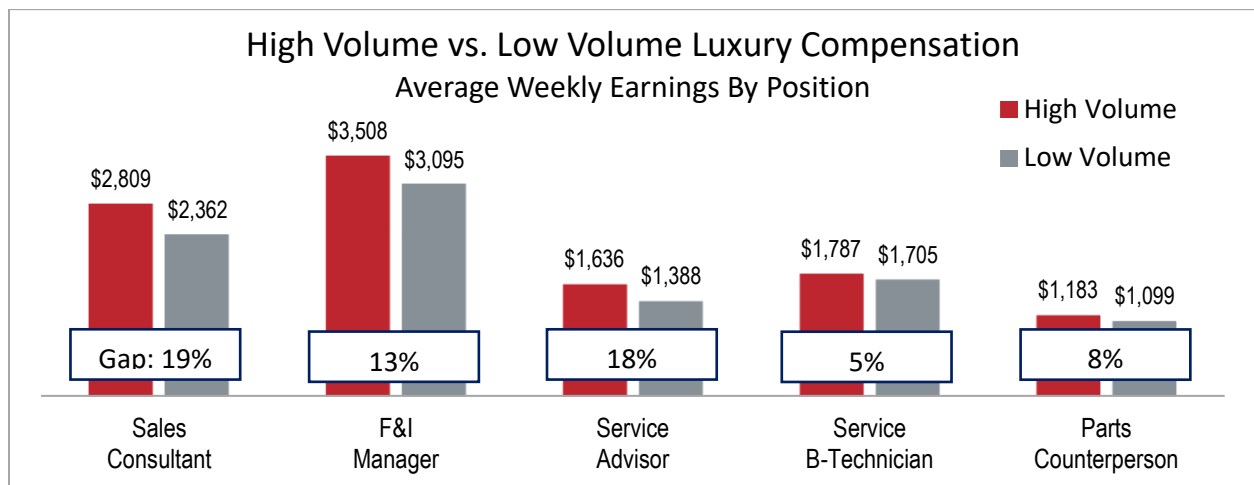


2023 ANNUAL COMPENSATION BY UNIT VOLUME – ALL NON-LUXURY DEALERSHIPS						
	National Average	Growth	National Median	Growth	Low Volume Average	High Volume Average
All Positions	\$95,744	↑ 12%	\$76,005	↑ 11%	\$86,359	\$100,026
General Manager/Operator	\$278,577	↑ 6%	\$240,619	↑ 4%	\$206,828	\$325,695
Sales Manager	\$160,846	↑ 7%	\$148,374	↑ 9%	\$131,514	\$173,615
F&I Manager	\$168,873	↑ 15%	\$153,813	↑ 10%	\$141,691	\$178,795
Service Manager	\$115,617	↑ 7%	\$109,200	↑ 6%	\$103,509	\$125,554
Parts Manager	\$98,575	↑ 11%	\$92,114	↑ 7%	\$89,065	\$106,293
Sales Consultant	\$112,948	↑ 16%	\$99,899	↑ 18%	\$103,493	\$116,229
Service Advisor/Writer	\$72,879	↑ 10%	\$70,405	↑ 9%	\$64,975	\$76,604
Service B-Technician	\$82,667	↑ 10%	\$79,009	↑ 10%	\$77,524	\$85,046
Parts Consultant	\$61,467	↑ 14%	\$59,705	↑ 14%	\$61,361	\$61,524

Non-Luxury Low volume: < 695 units (new and used) Non-Luxury High volume: > 695 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 754 new and used units and non-luxury low volume dealerships sold less than 754 new and used units.



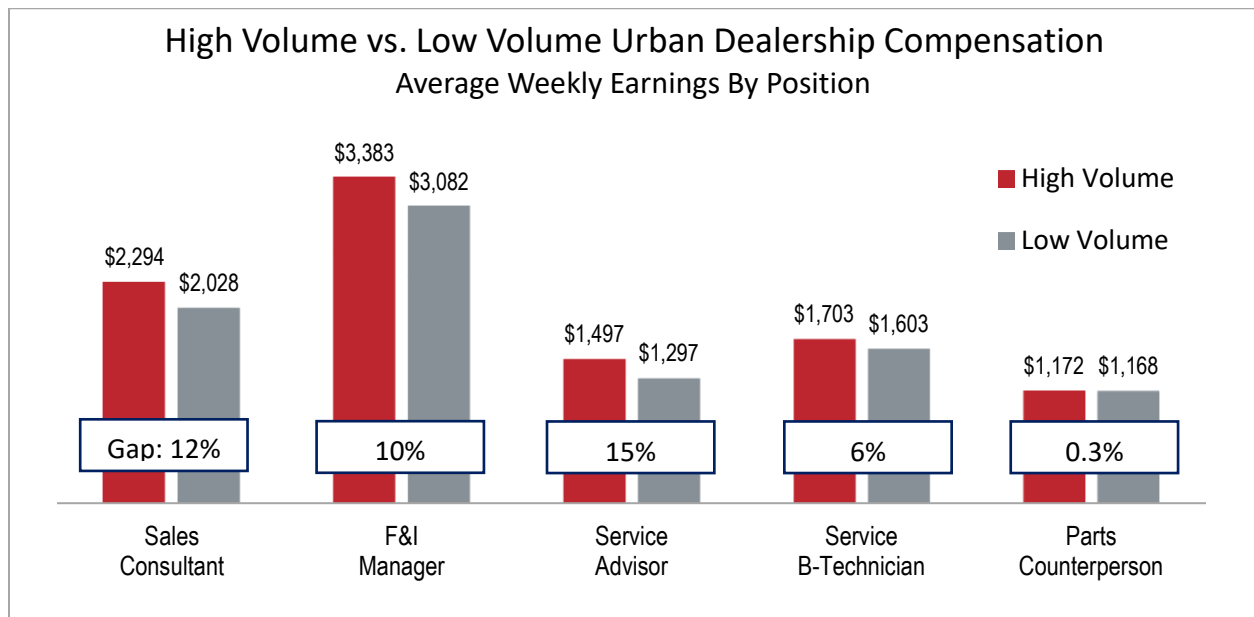
2023 ANNUAL COMPENSATION BY UNIT VOLUME – ALL LUXURY DEALERSHIPS

	National Average	Growth	National Median	Growth	Low Volume Average	High Volume Average
All Positions	\$105,667	↑ 10%	\$82,800	↑ 5%	\$95,350	\$108,073
General Manager/Operator	\$332,736	↓ - 4%	\$300,390	↓ - 6%	\$285,327	\$348,745
Sales Manager	\$166,492	↑ 2%	\$160,400	↑ 3%	\$145,170	\$176,693
F&I Manager	\$176,053	--- 0%	\$170,894	↑ 9%	\$150,360	\$182,438
Service Manager	\$140,683	↑ 20%	\$138,727	↑ 21%	\$118,788	\$151,695
Parts Manager	\$113,993	↑ 23%	\$112,274	↑ 21%	\$87,739	\$123,836
Sales Consultant	\$140,689	↑ 14%	\$123,331	↑ 11%	\$112,779	\$146,021
Service Advisor/Writer	\$81,191	↑ 8%	\$80,325	↑ 7%	\$70,156	\$85,059
Service B-Technician	\$91,730	↑ 4%	\$86,578	↓ - 1%	\$83,425	\$92,885
Parts Consultant	\$60,160	↑ 6%	\$59,756	↑ 6%	\$50,892	\$61,502

Luxury Low volume: < 754 units (new and used) Luxury High volume: > 754 units (new and used)

High Volume vs. Low Volume Urban Dealership Compensation

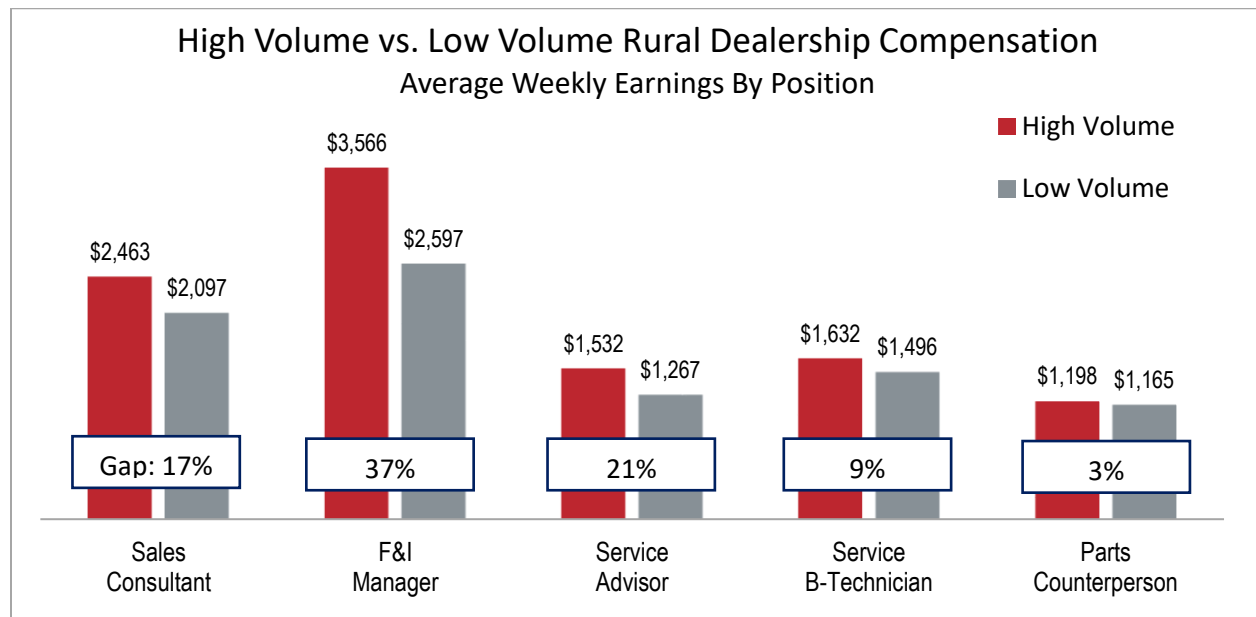
Employees working in larger high volume Urban dealerships have higher earnings compared to smaller low volume Urban dealership employees. The differences in earnings can vary significantly by position. Urban and rural dealerships are classified based on postal codes.



2023 ANNUAL COMPENSATION BY UNIT VOLUME – ALL URBAN DEALERSHIPS						
	National Average	Growth	National Median	Growth	Low Volume Average	High Volume Average
All Positions	\$100,682	↑ 14%	\$79,474	↑ 12%	\$94,958	\$102,372
General Manager/Operator	\$327,311	↑ 4%	\$300,390	↓ - 1%	\$280,804	\$349,784
Sales Manager	\$165,079	↑ 12%	\$150,802	↑ 8%	\$134,294	\$175,156
F&I Manager	\$172,932	↑ 14%	\$163,011	↑ 14%	\$160,256	\$175,920
Service Manager	\$125,891	↑ 11%	\$120,459	↑ 14%	\$112,317	\$133,492
Parts Manager	\$107,001	↑ 17%	\$99,848	↑ 11%	\$97,242	\$111,844
Sales Consultant	\$116,375	↑ 14%	\$101,921	↑ 14%	\$105,433	\$119,292
Service Advisor/Writer	\$75,404	↑ 7%	\$72,849	↑ 9%	\$67,431	\$77,817
Service B-Technician	\$87,382	↑ 7%	\$83,452	↑ 5%	\$83,295	\$88,531
Parts Consultant	\$60,862	↑ 15%	\$58,633	↑ 15%	\$60,689	\$60,929

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.





2023 ANNUAL COMPENSATION BY UNIT VOLUME – ALL RURAL DEALERSHIPS

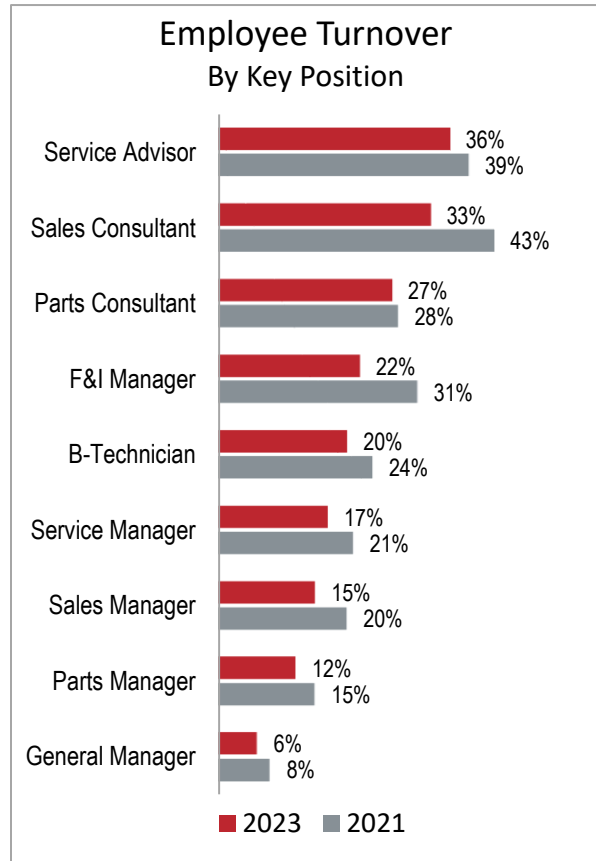
	National Average	Growth	National Median	Growth	Low Volume Average	High Volume Average
All Positions	\$94,496	↑ 9%	\$75,572	↑ 8%	\$84,872	\$100,772
General Manager/Operator	\$247,705	↓ -1%	\$224,322	↑ 4%	\$185,110	\$303,147
Sales Manager	\$158,019	--- 0%	\$149,251	↑ 1%	\$136,013	\$172,609
F&I Manager	\$166,201	↑ 8%	\$147,000	--- 0%	\$135,019	\$185,410
Service Manager	\$113,782	↑ 7%	\$105,865	↑ 3%	\$101,301	\$126,815
Parts Manager	\$96,247	↑ 9%	\$91,173	↑ 9%	\$86,523	\$107,185
Sales Consultant	\$122,331	↑ 17%	\$108,587	↑ 22%	\$109,050	\$128,054
Service Advisor/Writer	\$73,886	↑ 11%	\$70,971	↑ 10%	\$65,839	\$79,636
Service B-Technician	\$82,055	↑ 10%	\$78,578	↑ 8%	\$77,778	\$84,840
Parts Consultant	\$61,567	↑ 9%	\$60,585	↑ 8%	\$60,535	\$62,271

III. 2023 Employee Retention and Turnover

Total annualized employee turnover in Canadian dealerships in 2023 for all job titles combined dropped four points since 2021 to **31** percent.⁵ Employee turnover ranged from a low of **6** percent for General Managers to a high of **50 to 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, 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, 2023) who completed at least one full year of employment at the dealership. The all-position one-year retention rate at the end of 2023 was **76** percent, which was unchanged since December 31, 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 dropped **two points** since 2021 to **54** percent in 2023.

Research by ESi-Q shows that sales consultants, service advisors, and service technicians reach their peak productivity after three years in the dealership. The 2023 three-year retention rate for service technicians was **69** percent. Three-year retention rates for sales consultants and service advisors were **49** percent and **45** percent, respectively, which means over 50 percent of employees in these positions leave the dealership before they reach peak productivity.

⁵ To calculate the annualized turnover rate, we divide the total number of terminations reported for the 2023 calendar year by the total active head count reported as of December 31, 2023. **All Positions** includes all job titles from Dealer Operator and General Manager to hourly staff (porters, detailers, clerical jobs, etc.)

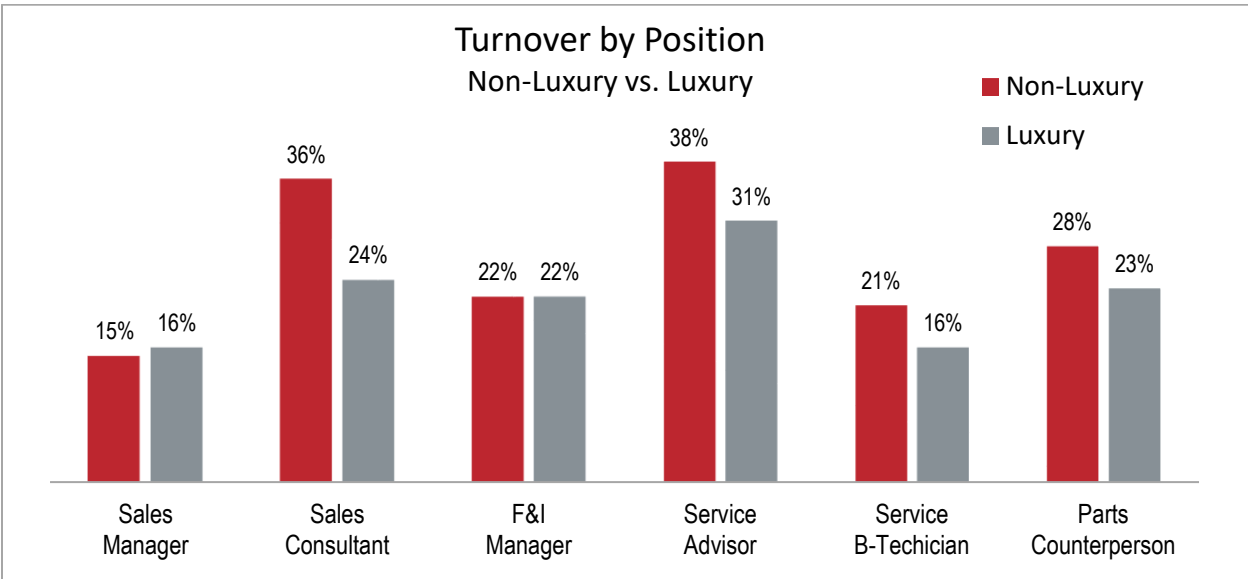


The median tenure of all active employees at the end of 2023 was **3.3** years and the average tenure was **6.7** years. Median tenure ranged from a high of **11.7** years for General Managers to a low of a little more than **one** year for lube technicians, lot attendants/porters, BDC/schedulers, and receptionists.

Employee Retention and Turnover – All Dealerships

2023 NATIONAL RETENTION AND TURNOVER – ALL DEALERSHIPS						
	Annualized Turnover	1-Year Retention	3-Year Retention	Median Tenure	Average Tenure	
All Positions	31% ↓ - 4%	76% 0%	52% ↓ - 2%	3.3 ↓ - 0.2	6.7 - 0 -	
General Manager/Operator	6% ↓ - 2%	97% ↑ 4%	88% ↑ 7%	11.7 ↑ 2.1	13.2 ↑ 1.5	
Sales Manager	15% ↓ - 5%	91% ↑ 6%	76% ↑ 14%	6.7 ↑ 2.0	8.8 ↑ 1.8	
F&I Manager	22% ↓ - 9%	85% ↑ 6%	64% ↑ 10%	4.5 ↑ 1.0	6.5 ↑ 0.9	
Service Manager	17% ↓ - 4%	90% ↑ 5%	73% ↑ 5%	7.9 ↑ 0.6	10.6 ↑ 0.8	
Parts Manager	12% ↓ - 3%	93% ↑ 4%	81% ↑ 6%	9.8 ↑ 1.5	13 ↑ 0.9	
Sales Consultant	33% ↓ -10%	73% ↓ - 1%	49% ↑ 4%	2.9 ↑ 0.2	5.5 ↑ 0.2	
Service Advisor/Writer	36% ↓ - 3%	73% ↑ 1%	45% ↓ - 3%	2.4 ↓ - 0.4	5.2 ↑ 0.1	
Service B-Technician	20% ↓ - 4%	86% 0%	69% ↓ - 1%	6.4 ↑ 0.2	9.3 ↑ 0.1	
Parts Counterperson	27% ↓ - 1%	76% ↓ - 2%	50% ↓ - 7%	3.1 ↓ - 0.8	6.7 ↓ - 0.6	

Luxury vs. Non-Luxury Dealership Retention and Turnover



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2023 NATIONAL RETENTION AND TURNOVER – NON-LUXURY DEALERSHIPS

	Annualized Turnover	1-Year Retention	3-Year Retention	Median Tenure	Average Tenure
All Positions	31% ↓ - 4%	76% ↑ 1%	52% ↓ - 1%	3.4 - 0 -	6.9 - 0 -
General Manager	7% ↑ 1%	97% ↑ 4%	87% ↑ 6%	11.7 ↑ 2.8	13.3 ↑ 1.6
Sales Manager	15% ↓ - 5%	91% ↑ 6%	76% ↑ 14%	6.9 ↑ 2.3	9.1 ↑ 2.0
F&I Manager	22% ↓ - 11%	85% ↑ 6%	64% ↑ 10%	4.5 ↑ 0.9	6.7 ↑ 1.0
Service Manager	18% ↓ - 1%	91% ↑ 5%	74% ↑ 7%	8.0 ↑ 1.5	10.9 ↑ 1.0
Parts Manager	12% ↓ - 3%	91% ↑ 3%	80% ↑ 5%	9.5 ↑ 1.1	13 ↑ 0.6
Sales Consultant	36% ↓ - 9%	72% ↓ - 1%	48% ↑ 4%	2.8 ↑ 0.2	5.5 ↑ 0.3
Service Advisor	38% ↓ - 2%	72% ↑ 1%	44% ↓ - 3%	2.3 ↓ - 0.4	5.1 ↑ 0.1
Service B-Technician	21% ↓ - 3%	86% ↑ 1%	69% ↑ 2%	6.4 ↑ 0.4	9.6 ↑ 0.3
Parts Counterperson	28% ↓ - 1%	76% ↓ - 1%	51% ↓ - 6%	3.2 ↓ - 0.7	7 ↓ - 0.6

2023 NATIONAL RETENTION AND TURNOVER – LUXURY DEALERSHIPS

	Annualized Turnover	1-Year Retention	3-Year Retention	Median Tenure	Average Tenure
All Positions	29% ↓ - 5%	76% ↓ - 1%	51% ↓ - 6%	3.2 ↓ - 0.5	6.1 ↓ - 0.1
General Manager	5% ↓ - 8%	98% ↑ 4%	91% ↑ 8%	10.7 ↑ 0.4	13.1 ↑ 1.5
Sales Manager	16% ↓ - 5%	93% ↑ 6%	77% ↑ 15%	5.8 ↑ 0.9	7.5 ↑ 0.9
F&I Manager	22% ↓ - 3%	84% ↑ 2%	63% ↑ 6%	4.5 ↑ 1.0	5.8 ↑ 0.7
Service Manager	15% ↓ - 13%	86% ↑ 5%	71% ↓ - 2%	7.1 ↓ - 0.7	9.2 ↓ - 0.6
Parts Manager	10% ↓ - 9%	99% ↑ 9%	86% ↑ 9%	11.6 ↑ 3.7	12.8 ↑ 1.8
Sales Consultant	24% ↓ - 10%	77% ↓ - 1%	52% ↓ - 1%	3.3 ↓ - 0.1	5.6 ↓ - 0.1
Service Advisor	31% ↓ - 5%	77% ↑ 3%	51% ↓ - 2%	3.1 ↓ - 0.2	5.6 - 0 -
Service B-Technician	16% ↓ - 8%	86% ↓ - 5%	67% ↓ - 11%	6.3 ↓ - 0.4	8.3 ↓ - 0.6
Parts Counterperson	23% ↑ 2%	78% ↓ - 3%	48% ↓ - 12%	2.5 ↓ - 1.4	5.6 ↓ - 0.4

Urban vs. Rural Dealership Retention and Turnover

2023 NATIONAL RETENTION AND TURNOVER – URBAN DEALERSHIPS					
	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	31% ↓ - 5%	76% ↑ 1%	52% ↓ - 2%	3.3 ↓ - 0.1	6.8 ↑ 0.3
General Manager/Operator	5% ↓ - 5%	97% ↑ 5%	89% ↑ 8%	12.3 ↑ 1.9	13.7 ↑ 0.9
Sales Manager	17% ↓ - 4%	91% ↑ 7%	77% ↑ 15%	6.8 ↑ 2.2	8.4 ↑ 1.5
F&I Manager	22% ↓ - 9%	86% ↑ 4%	65% ↑ 7%	5.0 ↑ 1.3	7.0 ↑ 1.3
Service Manager	15% ↓ - 8%	92% ↑ 7%	76% ↑ 10%	9.3 ↑ 2.8	11.4 ↑ 1.5
Parts Manager	14% ↓ - 5%	91% ↑ 3%	81% ↑ 3%	10.2 ↑ 1.5	13.2 ↑ 1.0
Sales Consultant	36% ↓ - 9%	72% ↓ - 1%	48% ↑ 4%	2.8 ↑ 0.2	5.7 ↑ 0.5
Service Advisor/Writer	34% ↓ - 6%	74% ↑ 4%	45% ↓ - 5%	2.4 ↓ - 0.6	5.6 ↑ 0.3
Service B-Technician	20% ↓ - 4%	87% 0%	71% 0%	6.8 ↑ 0.7	9.5 ↑ 0.6
Parts Counterperson	27% ↓ - 2%	75% ↓ - 2%	49% ↓ - 8%	2.7 ↓ - 1.0	6.6 ↓ - 0.3

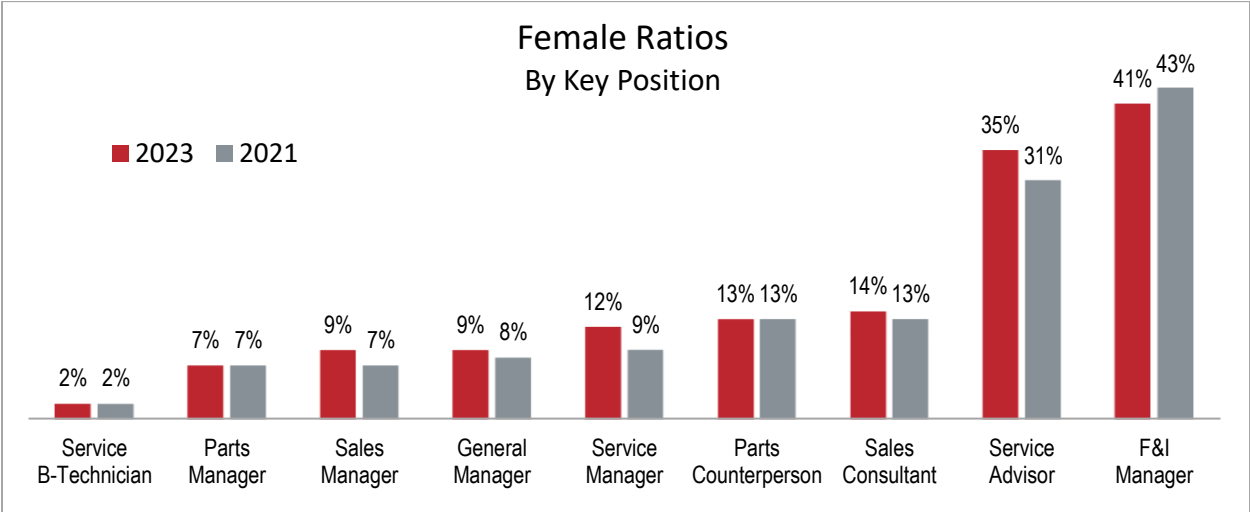
2023 NATIONAL RETENTION AND TURNOVER – RURAL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
All Positions	30% ↓ - 3%	76% 0%	53% ↓ -1%	3.4 ↓ - 0.2	6.7 ↓ - 0.3
General Manager/Operator	8% ↑ 2%	96% ↑ 2%	87% ↑ 6%	10.5 ↑ 2.4	12.7 ↑ 2.0
Sales Manager	13% ↓ - 6%	91% ↑ 4%	76% ↑ 14%	6.5 ↑ 1.7	9.3 ↑ 2.2
F&I Manager	24% ↓ - 7%	82% ↑ 6%	62% ↑ 11%	4.2 ↑ 1.0	6.0 ↑ 0.6
Service Manager	20% ↑ 2%	88% ↑ 2%	71% ↑ 1%	7.2 ↑ 0.2	9.9 ↑ 0.1
Parts Manager	9% ↓ - 2%	94% ↑ 4%	81% ↑ 9%	9.5 ↑ 1.7	12.8 ↑ 0.8
Sales Consultant	30% ↓ - 10%	74% ↓ - 2%	51% ↑ 7%	3.1 ↑ 0.3	5.3 ↓ - 0.1
Service Advisor/Writer	40% ↑ 1%	71% ↓ - 2%	45% ↓ -2%	2.4 ↓ - 0.3	4.8 ↓ - 0.1
Service B-Technician	20% ↓ - 5%	85% 0%	66% ↓ -3%	5.9 ↓ - 0.3	9.1 ↓ - 0.4
Parts Counterperson	27% ↑ 1%	78% 0%	52% ↓ -6%	3.3 ↓ - 0.9	6.8 ↓ - 0.9

Dealership Workforce Demographics

The Gender Gap

Retail Automotive is a male-dominated industry. At the end of 2023, **23** percent of active employees in Canadian new car dealerships were women – no change since 2021. 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 **41** percent, followed by service advisors at **35** percent. Since 2016 the number of females working as F&I managers and service advisors has increased significantly compared to other key positions.

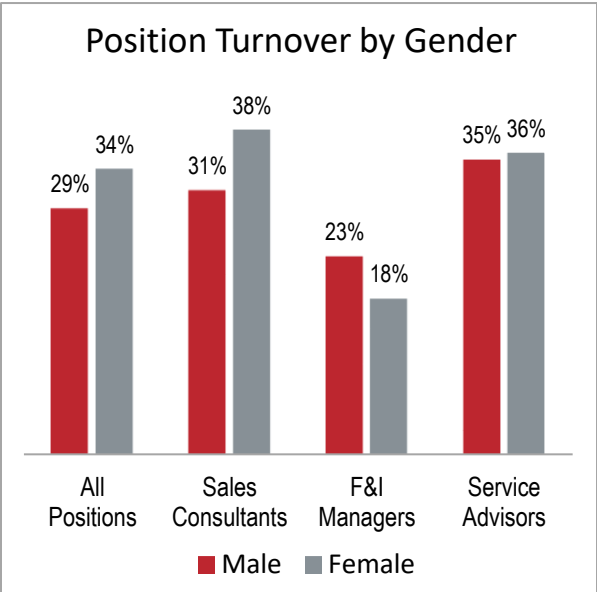


Turnover by Gender

Female employee turnover across all positions in new car dealerships dropped **8** points since 2021 to **34** percent in 2023 – only **5** points higher than the male turnover rate of **29** percent.

Female turnover in the sales consultant position in 2023 dropped **14** points to **38** percent – **7** points higher than the male turnover rate of **31** percent.

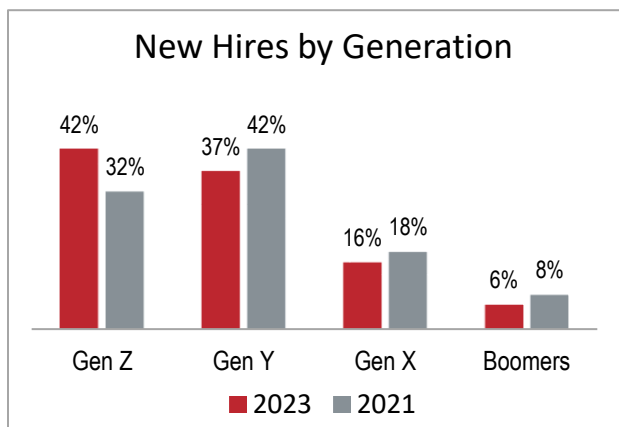
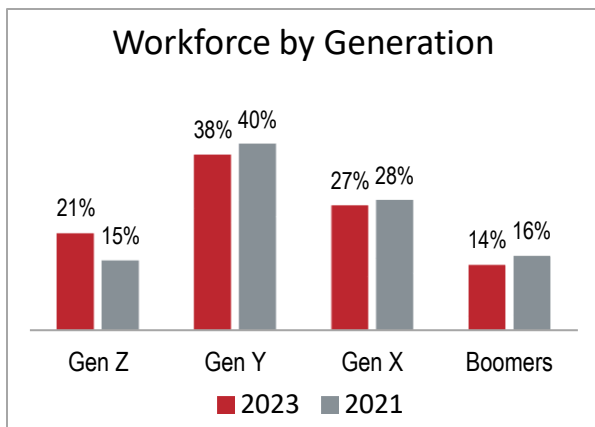
Based on the higher ratio of females and the lower difference in turnover between men and women, the F&I manager appears to be the most “female-friendly” production position followed by the service advisor position.



Dealership Workforce by Generation⁶

The median age of all active Canadian dealership employees as of December 31, 2023 was **39.2** years. The median age of male employees was **39.8** years compared to median age of **38.3** years for female employees.

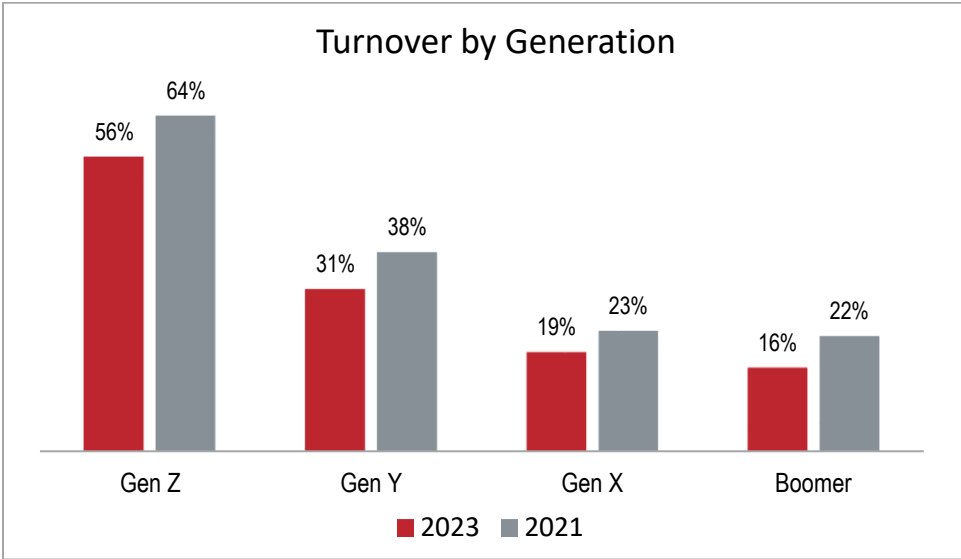
The generational mix of the 2023 workforce continues to shift as the number of Digital Natives (Gen Z) increases and the Generation X and Baby Boomer numbers decrease. Millennials (Gen Y) and Digital Natives are now **59** percent of the dealership workforce. The percentage of Gen Z employees hired by new car dealerships in 2021 increased to **42** percent of all new hires, while the percentage of Gen X new hires decreased to **16** percent.



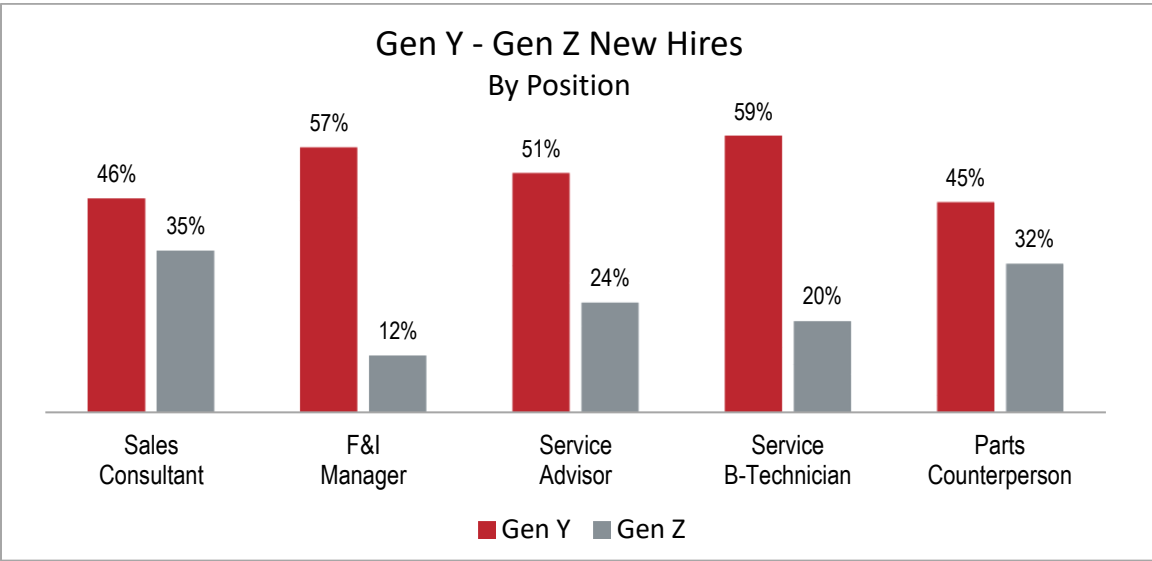
6

Generations
<p>Baby Boomers: Born 1946 to 1964; ages 60 to 78 as of December 31, 2023</p> <p>Generation X: Born 1965 to 1980; ages 44 to 59 as of December 31, 2023</p> <p>Generation Y or Millennials: Born 1981 to 1996; ages 28 to 43 as of December 31, 2023</p> <p>Generation Z or Digital Natives: Born after 1996; ages 27 and younger as of December 31, 2023</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>

Digital Native (Gen Z) employee turnover dropped **8** points to **56** percent. Gen Z turnover is still 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-



A lower number of Digital Natives (Gen Z) were hired for production positions than Millennials (Gen Y). With the exception of sales consultants, Dealerships hired nearly twice as many Millennials for production positions than Digital Native new hires.





IV. Dealership Compensation in 2023

The CADA 2024 Workforce Study includes compensation statistics for 70 different dealership job titles. The statistics labeled **All Positions** includes all 70 job titles.

2023 ANNUAL COMPENSATION BY KEY POSITION – ALL DEALERSHIPS					
	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
All Positions	\$97,749	\$52,186	\$77,272	\$115,587	\$174,528
General Manager/Operator	\$289,693	\$180,000	\$251,450	\$366,881	\$497,431
Sales Manager	\$161,907	\$119,821	\$150,145	\$191,796	\$238,805
F&I Manager	\$170,052	\$117,991	\$157,410	\$204,252	\$268,542
Service Manager	\$119,875	\$92,000	\$113,466	\$142,380	\$173,758
Parts Manager	\$101,382	\$77,333	\$94,852	\$118,089	\$148,870
Sales Consultant	\$119,069	\$76,968	\$105,038	\$144,681	\$196,836
Service Advisor/Writer	\$74,718	\$57,850	\$72,292	\$88,335	\$105,014
Service B-Technician	\$84,755	\$64,839	\$80,803	\$98,579	\$123,726
Parts Counterperson	\$61,205	\$49,902	\$59,705	\$70,930	\$82,614

The 2023 National median salary across All Positions in the Workforce Study is **\$77,272** per year, a **10** percent increase compared to 2021. The median means that half (50%) of people working in car dealerships are earning less than **\$77,272** while the other half are earning more than **\$77,272**.

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%.” In the Bottom Quartile, 25% of car dealership employees are earning less than **\$52,186** while 75% of them are earning more than **\$52,186**. In the Top Quartile, 75% of car dealership employees are earning less than **\$115,587** while 25% are earning more than **\$115,587**. Finally, in the Top 10%, 90% of car dealership employees are earning less than **\$174,528** while 10% are earning more than **\$174,528**.



National Compensation – All Position Quartiles

2023 ANNUAL COMPENSATION – ALL POSITION – ALL DEALERSHIPS					
Position	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
MANAGEMENT POSITIONS					
General Manager/Operator	\$289,693	\$180,000	\$251,450	\$366,881	\$497,431
Controller/Business Manager	\$132,688	\$86,910	\$110,811	\$156,256	\$215,459
General Sales Manager	\$224,434	\$162,814	\$197,181	\$253,283	\$329,910
Fixed Operations Director	\$163,824	\$125,677	\$153,675	\$187,708	\$225,292
Executive Assistant	\$81,386	\$54,161	\$66,560	\$85,979	\$152,391
ADMINISTRATIVE POSITIONS					
Admin/ Office Manager	\$72,626	\$58,349	\$69,000	\$84,941	\$96,770
Accountant/ Accounting Manager	\$77,187	\$55,500	\$70,088	\$91,275	\$119,070
Human Resources Manager	\$89,026	\$65,294	\$78,391	\$100,000	\$138,648
Payroll Manager	\$69,342	\$55,000	\$65,610	\$80,000	\$100,212
Clerical Staff: AP/AR/Title	\$50,644	\$43,922	\$49,384	\$55,844	\$64,720
Cashier	\$40,200	\$34,710	\$37,800	\$44,030	\$48,018
Receptionist/Switchboard	\$41,317	\$35,351	\$40,030	\$45,711	\$52,765
SALES POSITIONS					
Sales Manager	\$161,907	\$119,821	\$150,145	\$191,796	\$238,805
Used/CPO Sales Manager	\$147,425	\$102,814	\$133,038	\$174,366	\$225,788
Fleet/Commercial Sales Manager	\$170,750	\$91,498	\$140,659	\$237,971	\$326,858
F&I Manager/ Producer	\$170,052	\$117,991	\$157,410	\$204,252	\$268,542
F&I Assistant	\$66,645	\$45,448	\$54,500	\$74,357	\$108,387
Internet Sales/BDC Manager	\$101,163	\$68,954	\$86,594	\$104,838	\$186,208
Sales Closer/ Team Leader	\$135,901	\$95,538	\$124,287	\$159,834	\$210,064
Sales Consultant	\$119,069	\$76,968	\$105,038	\$144,681	\$196,836
Internet Sales Consultant	\$75,061	\$52,987	\$66,595	\$75,716	\$120,192
Product Specialist	\$63,685	\$50,045	\$56,245	\$64,227	\$88,365
BDC Rep/CSR/Scheduler	\$55,089	\$41,363	\$48,300	\$60,784	\$82,431
CSI/Client Relations Manager	\$75,162	\$60,639	\$80,027	\$90,700	\$101,760
Advertising/Marketing Manager	\$82,770	\$58,299	\$71,545	\$104,671	\$139,900
U/C Reconditioning Tech	\$61,163	\$37,615	\$50,526	\$70,553	\$95,315
Dealer Trade Driver	\$47,895	\$37,441	\$43,753	\$54,648	\$66,119
Car Buyer	\$102,725	\$53,314	\$65,995	\$116,763	\$265,311

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2023 ANNUAL COMPENSATION – ALL POSITION – ALL DEALERSHIPS

Position	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
SERVICE POSITIONS					
Service Manager	\$119,875	\$92,000	\$113,466	\$142,380	\$173,758
Express/Quick Lube Manager	\$63,497	*	\$62,455	*	*
Shop Foreman/Asst Manager	\$97,113	\$77,271	\$91,843	\$113,966	\$132,463
Service Advisor/Writer	\$74,718	\$57,850	\$72,292	\$88,335	\$105,014
A-Tech/Master/Team Leader	\$92,729	\$73,964	\$88,891	\$109,471	\$131,310
Service B-Technician	\$84,755	\$64,839	\$80,803	\$98,579	\$123,726
C-Tech/Apprentice/Trainee	\$50,302	\$39,051	\$46,718	\$57,607	\$70,879
D-Tech/Hourly Lube Tech	\$43,229	\$35,129	\$41,657	\$48,506	\$55,765
Dispatcher	\$62,653	\$49,245	\$61,861	\$70,824	\$82,000
Warranty Administrator	\$58,135	\$46,769	\$55,136	\$68,175	\$81,059
Detail/PDI/Prep Manager	\$54,420	\$40,560	\$51,049	\$60,210	\$82,262
Appointment Coordinator	\$50,844	\$41,465	\$48,309	\$56,083	\$67,484
Porter/Lot Person/Detailer	\$44,883	\$36,384	\$41,522	\$49,620	\$60,651
Courtesy Shuttle Driver	\$40,273	\$34,187	\$38,272	\$43,882	\$50,947
PARTS POSITIONS					
Parts Manager	\$101,382	\$77,333	\$94,852	\$118,089	\$148,870
Warehouse/Asst Parts Manager	\$77,114	\$64,038	\$73,968	\$88,679	\$100,000
Wholesale Parts Salesperson	\$96,817	\$60,000	\$76,759	\$105,710	\$201,410
Parts Counterperson	\$61,205	\$49,902	\$59,705	\$70,930	\$82,614
Parts Driver	\$42,035	\$37,164	\$41,577	\$45,877	\$48,970
Parts Shipper/Receiver	\$48,021	\$41,013	\$46,163	\$51,689	\$60,636
Parts Stockperson	\$54,036	\$40,895	\$52,500	\$61,596	\$76,601
BODY SHOP POSITIONS					
Body Shop Manager	\$105,934	\$80,000	\$99,380	\$126,829	\$155,759
Body Shop Foreman	\$85,131	\$63,749	\$82,675	\$104,358	\$118,319
Estimator/Advisor	\$68,102	\$51,419	\$65,811	\$79,148	\$97,850
B/S Admin Support	\$50,949	\$42,150	\$48,654	\$60,988	\$66,908
A-Tech/Master Metal-Paint	\$101,448	\$67,248	\$101,450	\$127,743	\$165,344
B-Tech/Metal/Painter	\$88,297	\$63,369	\$83,720	\$109,107	\$132,978
C-Tech/Apprentice/Trainee	\$62,157	\$40,376	\$56,267	\$77,074	\$101,354
D-Tech/Helper/Detailer	\$46,662	\$37,272	\$43,332	\$50,101	\$67,689



2023 ANNUAL COMPENSATION – ALL POSITION – ALL DEALERSHIPS					
Position	National Average	Bottom Quartile	National Median	Top Quartile	Top 10%
MISCELLANEOUS POSITIONS					
IT Systems/Network Manager	\$107,281	\$71,480	\$93,604	\$134,359	\$160,567
Website Manager /Webmaster	\$72,080	*	\$61,862	*	*
Maintenance/Janitor	\$51,953	\$41,529	\$49,007	\$60,000	\$75,000
Marketing Coordinator	\$65,799	\$49,900	\$57,809	\$77,430	\$94,073
Social Content Producer	\$47,869	\$39,570	\$48,153	\$55,327	\$62,357
Inventory and Data Coordinator	\$56,222	\$41,200	\$48,269	\$55,712	\$76,000
Customer Engagement Coordinator	\$45,334	\$38,400	\$44,480	\$48,687	\$53,214
IT Administrator	\$66,504	\$51,899	\$67,127	\$75,089	\$89,268

V. Dealership Retention and Turnover in 2023

The CADA 2024 Workforce Study includes employee retention and turnover statistics for 70 different dealership job titles. The statistics labeled **All Positions** includes all 70 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 2023 calendar year by the total active head count reported as of December 31, 2023.

One-year retention is reported as the percentage of active employees (as of December 31, 2023) 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, 2023, and 22 percent were hired in the calendar year 2023.

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.

2023 NATIONAL RETENTION AND TURNOVER – ALL DEALERSHIPS						
	Annualized Turnover	1-Year Retention	3-Year Retention	Median Tenure	Average Tenure	
All Positions	31% ↓ - 4%	76% 0%	52% ↓ - 2%	3.3 ↓ - 0.2	6.7	- 0 -
General Manager/Operator	6% ↓ - 2%	97% ↑ 4%	88% ↑ 7%	11.7 ↑ 2.1	13.2	↑ 1.5
Sales Manager	15% ↓ - 5%	91% ↑ 6%	76% ↑ 14%	6.7 ↑ 2.0	8.8	↑ 1.8
F&I Manager	22% ↓ - 9%	85% ↑ 6%	64% ↑ 10%	4.5 ↑ 1.0	6.5	↑ 0.9
Service Manager	17% ↓ - 4%	90% ↑ 5%	73% ↑ 5%	7.9 ↑ 0.6	10.6	↑ 0.8
Parts Manager	12% ↓ - 3%	93% ↑ 4%	81% ↑ 6%	9.8 ↑ 1.5	13	↑ 0.9
Sales Consultant	33% ↓ -10%	73% ↓ - 1%	49% ↑ 4%	2.9 ↑ 0.2	5.5	↑ 0.2
Service Advisor/Writer	36% ↓ - 3%	73% ↑ 1%	45% ↓ - 3%	2.4 ↓ - 0.4	5.2	↑ 0.1
Service B-Technician	20% ↓ - 4%	86% 0%	69% ↓ - 1%	6.4 ↑ 0.2	9.3	↑ 0.1
Parts Counterperson	27% ↓ - 1%	76% ↓ - 2%	50% ↓ - 7%	3.1 ↓ - 0.8	6.7	↓ - 0.6



National Turnover and Retention – All Positions

2023 NATIONAL TURNOVER & RETENTION – ALL POSITION – ALL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
MANAGEMENT POSITIONS					
Dealer Principal/ Owner	4%	100%	97%	24.0	25.3
Dealer Operator/General Manager	6%	97%	88%	11.7	13.2
Controller/Business Manager	9%	92%	78%	8.5	11.3
General Sales Manager	6%	93%	80%	8.4	11.1
Fixed Operations Director	7%	94%	78%	10.5	13.3
Director of Finance	33%	93%	53%	3.5	5.5
Executive Assistant	12%	94%	71%	5.8	10.8
ADMINISTRATIVE POSITIONS					
Admin/ Office Manager	15%	93%	80%	12.3	14.4
Accountant/ Accounting Manager	13%	90%	68%	5.6	9.3
Human Resources Manager	21%	85%	56%	4.2	7.3
Payroll Manager	23%	87%	72%	6.5	10.5
Clerical Staff: AP/AR/Title	28%	79%	51%	3.1	7.1
Cashier	58%	54%	25%	1.2	2.5
Receptionist/Switchboard	55%	54%	21%	1.2	2.7
Accounting Admin Assistant	25%	80%	52%	3.5	6.6
SALES POSITIONS					
Sales Manager	15%	91%	76%	6.7	8.8
Used/CPO Sales Manager	20%	87%	71%	6.1	7.8
Fleet/Commercial Sales Manager	11%	92%	82%	8.9	11.6
F&I Manager/ Producer	22%	85%	64%	4.5	6.5
F&I Assistant	39%	72%	44%	2.4	5.0
Internet Sales/BDC Manager	28%	83%	60%	5.1	7.0
Sales Closer/ Team Leader	13%	83%	63%	4.3	6.9
Sales Consultant	33%	73%	49%	2.9	5.5
Used Sales Consultant	8%	75%	47%	2.7	6.1
Internet Sales Consultant	45%	68%	33%	1.6	3.7
Product Specialist	45%	56%	26%	1.4	3.1
BDC Rep/CSR/Scheduler	50%	65%	30%	1.7	3.2
CSI/Client Relations Manager	8%	84%	51%	3.9	5.8
Advertising/Marketing Manager	7%	89%	63%	3.7	5.8
U/C Reconditioning Tech	18%	82%	64%	5.2	8.7
Dealer Trade Driver	13%	78%	57%	3.8	5.4
Car Buyer	70%	75%	52%	3.2	5.5

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2023 NATIONAL TURNOVER & RETENTION – ALL POSITION – ALL DEALERSHIPS

Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
SERVICE POSITIONS					
Service Manager	17%	90%	73%	8.0	10.6
Express/Quick Lube Manager	40%	70%	65%	6.9	9.2
Shop Foreman/Asst Manager	14%	91%	83%	10.7	12.9
Service Advisor/Writer	36%	73%	45%	2.4	5.2
A-Tech/Master/Team Leader	16%	90%	78%	10.6	12.8
Service B-Technician	20%	86%	69%	6.4	9.3
C-Tech/Apprentice/Trainee	34%	68%	30%	1.7	3.1
D-Tech/Hourly Lube Tech	51%	47%	17%	0.8	2.0
Dispatcher	31%	74%	53%	3.3	7.0
Warranty Administrator	16%	87%	67%	6.2	9.2
Detail/PDI/Prep Manager	43%	67%	48%	2.8	6.0
Appointment Coordinator	44%	62%	31%	1.5	3.5
Porter/Lot Person/Detailer	61%	59%	32%	1.4	3.8
Courtesy Shuttle Driver	30%	74%	45%	2.4	4.9
PARTS POSITIONS					
Parts Manager	12%	93%	81%	9.8	13.0
Warehouse/Asst Parts Manager	17%	90%	78%	9.2	11.3
Wholesale Parts Salesperson	24%	89%	65%	5.1	7.4
Parts Counterperson	27%	76%	50%	3.1	6.7
Parts Driver	32%	66%	35%	1.8	4.4
Parts Shipper/Receiver	49%	65%	31%	1.6	3.7
Parts Stockperson	46%	74%	43%	2.2	5.7
BODY SHOP POSITIONS					
Body Shop Manager	24%	92%	76%	7.5	9.7
Body Shop Foreman	18%	89%	79%	11.9	15.9
Estimator/Advisor	32%	77%	46%	2.3	5.4
B/S Admin Support	39%	55%	39%	1.3	5.1
A-Tech/Master Metal-Paint	17%	90%	69%	5.9	10.0
B-Tech/Metal/Painter	18%	82%	63%	5.2	9.2
C-Tech/Apprentice/Trainee	33%	81%	50%	3.0	5.3
D-Tech/Helper/Detailer	43%	62%	34%	1.5	3.5



2023 NATIONAL TURNOVER & RETENTION – ALL POSITION – ALL DEALERSHIPS					
Position	Annualized Turnover	One Year Retention	Three Year Retention	Median Tenure	Average Tenure
IT Systems/Network Manager	3%	95%	73%	7.0	9.9
Website Manager /Webmaster	4%	81%	42%	1.9	3.8
Maintenance/Janitor	25%	77%	61%	4.8	6.8
Marketing Coordinator	34%	70%	40%	2.3	3.7
Social Content Producer	21%	71%	35%	1.7	2.9
Inventory and Data Coordinator	14%	86%	57%	3.5	6.5
Customer Engagement Coordinator	35%	58%	28%	1.2	4.1
IT Administrator	23%	79%	48%	2.7	4.4



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