

# 2025

DEALERSHIP  
WORKFORCE  
STUDY

2024 CALENDAR YEAR DATA

Automotive Retail:

## NATIONAL & REGIONAL TRENDS IN COMPENSATION, BENEFITS & RETENTION REPORT

COMPENSATION | RETENTION & TURNOVER | REGIONAL ANALYSIS | DEMOGRAPHICS | LUXURY VS. NON-LUXURY



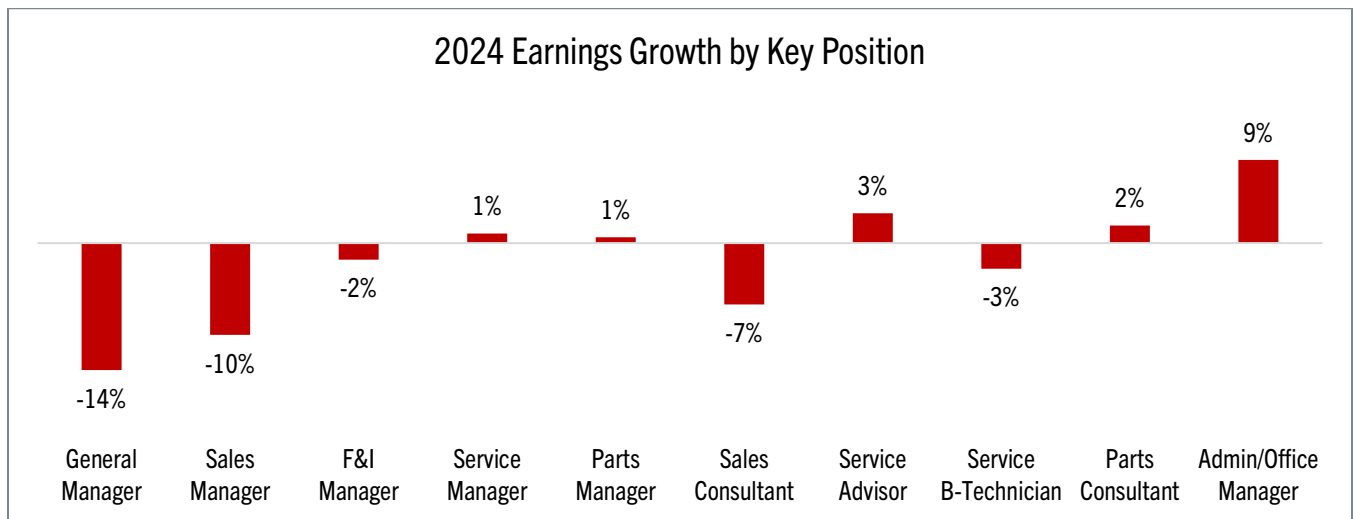
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## II. Executive Summary

### Market Headwinds Persist as Fixed Operations Provide the Only Stability for Many Dealers

Persistent inflation and high interest rates continued to erode purchasing power for a second year, extending ownership cycles and reducing showroom traffic. With new vehicle loan rates surpassing 9.5%, consumers delayed purchases or migrated to used vehicles. Meanwhile, inventory swelled to 81 days' supply by October.

This combination triggered higher OEM incentives and drove variable gross profits to multi-year lows. Fixed Operations became the only bright spot, with slight 2024 growth helping offset significant variable operations losses.



The annualized inflation rate in 2024 as measured by the U.S. Consumer Price Index (CPI) was 2.9 percent.<sup>1</sup> With the exception of Service Advisors and Office Manager, the rate of inflation exceeded average earnings growth in all the key job titles in Sales and all Fixed Operations positions.

While earnings were down for many of the positions in the 2024, it's important to note that dealership median earnings were still 26% higher in 2024 than the U.S. private sector median earnings. Overall median earnings in the Private Sector were up 4.1% from 2023.

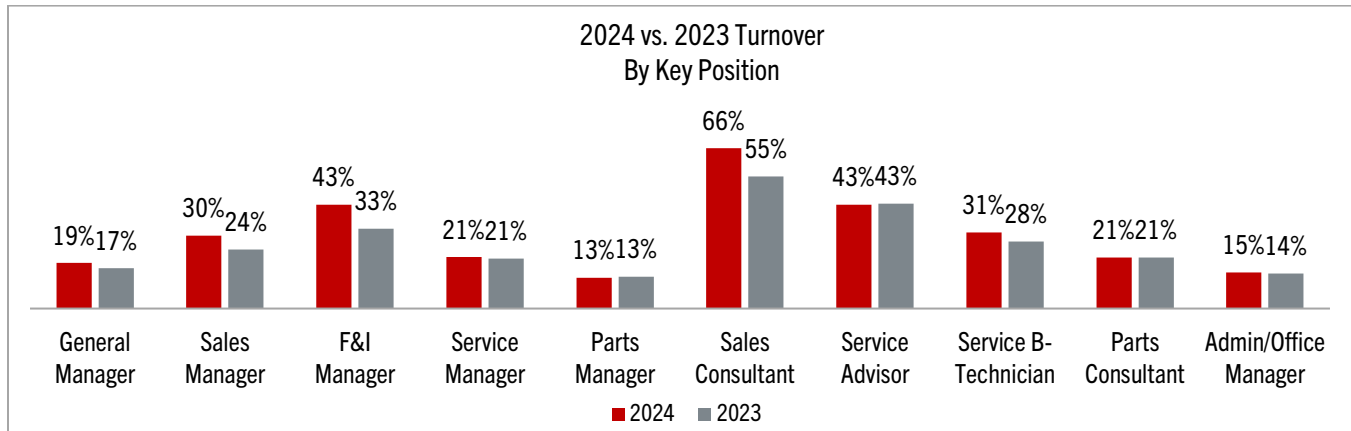
<sup>1</sup> U.S. BLS, *The Economics Daily*, Consumer Price Index: 2024 in Review [U.S. Bureau of Labor Statistics, 2024 in Review](#)

## 2024 Total Turnover and Retention Trends

The 2024 annualized turnover for all positions and titles increased four points to 42 percent. Nearly all the increased turnover was caused by increased turnover in Sales job titles, which is highly correlated to decreased earnings. One-year retention increased three points to 77 percent due to significant improvement in employee retention in Fixed Operations while three-year retention increased one point to 49 percent.

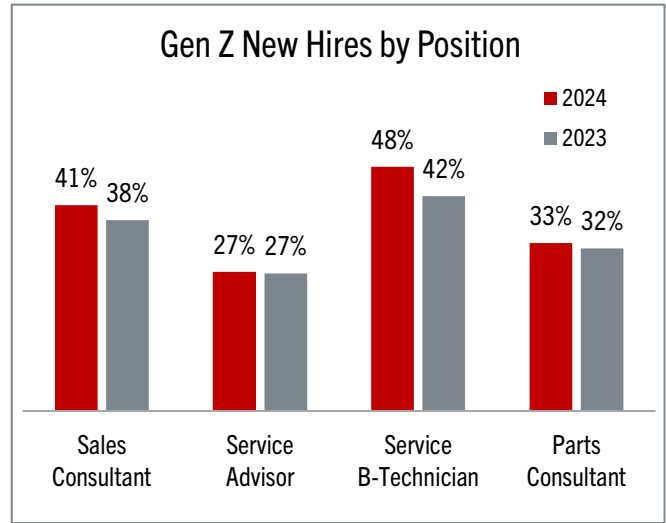
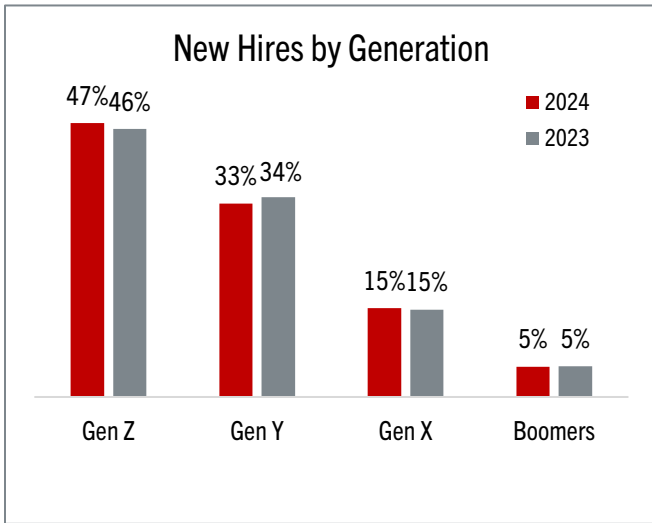
National Retention and Turnover – All Dealerships												
	Annualized Turnover			1-Year Retention			3-Year Retention			Median Tenure		
All Positions	42%	↑	4%	77%	↑	3%	49%	↑	1%	2.9	↑	0.2
All Non-Luxury Positions	45%	↑	4%	76%	↑	3%	47%	↑	1%	2.7	↑	0.1
All Luxury Positions	30%	↑	2%	82%	↑	3%	55%	↑	2%	3.5	↑	0.2

As expected given the decrease in earnings for many dealership positions, 2024 saw an increase in employee turnover. This was especially noted in key customer facing positions such as Sales Consultants, F&I Managers which saw double digit increases over 2023. Turnover among Sales Managers fared a little better with only a six percentage point increase. Turnover in Fixed Ops remained constant thanks to their stable income year-over-year.



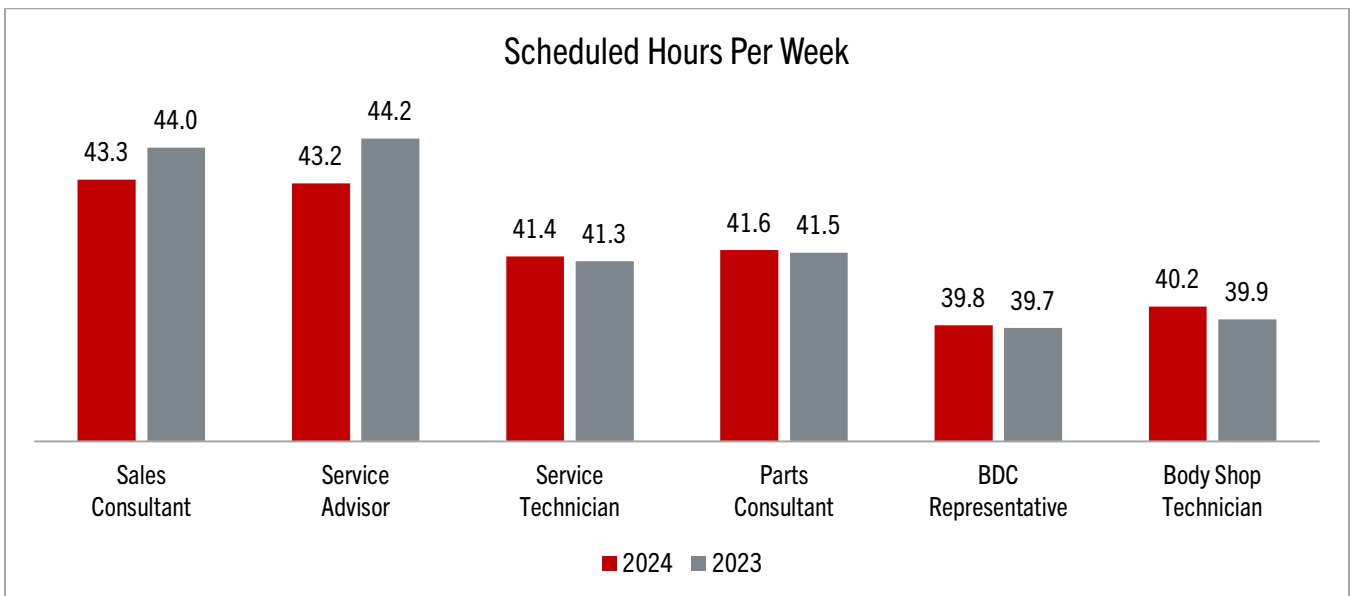
National Retention and Turnover – All Dealerships												
	Annualized Turnover			1-Year Retention			3-Year Retention			Median Tenure		
All Positions	42%	↑	4%	77%	↑	3%	49%	↑	1%	2.9	↑	0.2
General Manager/Operator	19%	↑	2%	91%		0%	78%	↓	3%	8.8	↓	1.1
Sales Manager	30%	↑	6%	86%		0%	67%	↓	5%	5.2	↓	0.6
F&I Manager	43%	↑	10%	82%	↓	2%	58%	↓	5%	3.8	↓	0.6
Service Manager	21%	↑	1%	89%	↑	2%	66%	↓	2%	5.5	↓	0.9
Parts Manager	13%		0%	94%	↑	1%	78%		0%	8.4	↓	1.1
Sales Consultant	66%	↑	12%	68%	↓	1%	44%	↓	1%	2.2	↓	0.3
Service Advisor/Writer	43%		0%	78%	↑	6%	46%	↑	3%	2.6	↑	0.3
B-Service Technician	31%	↑	4%	82%	↑	2%	52%		0%	3.2		0.0
Parts Consultant	21%		0%	87%	↑	3%	57%	↑	2%	3.6		0.0
Admin/Office Manager	15%	↑	1%	92%		0%	76%	↓	3%	8.7	↓	0.3

Dealers have the greatest need to replace their aging technicians. 2024 saw the greatest jump in hiring Gen Z technicians. This is a promising trend, but dealers will have to work hard to provide training and career paths to retain them.



## Work Schedules

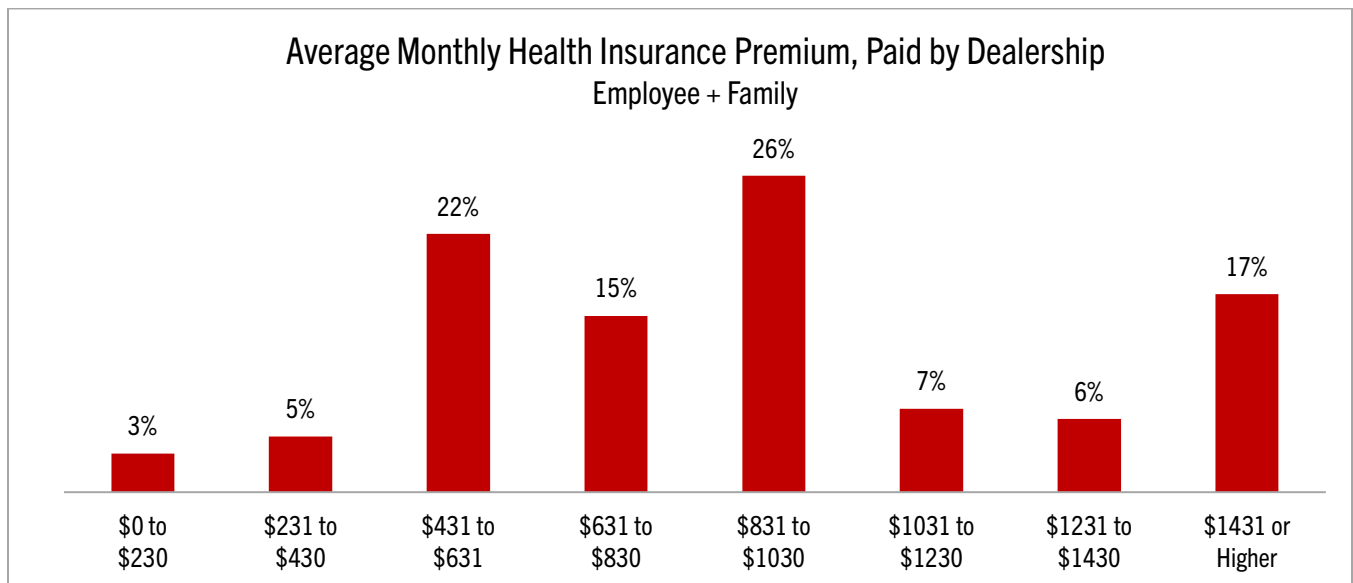
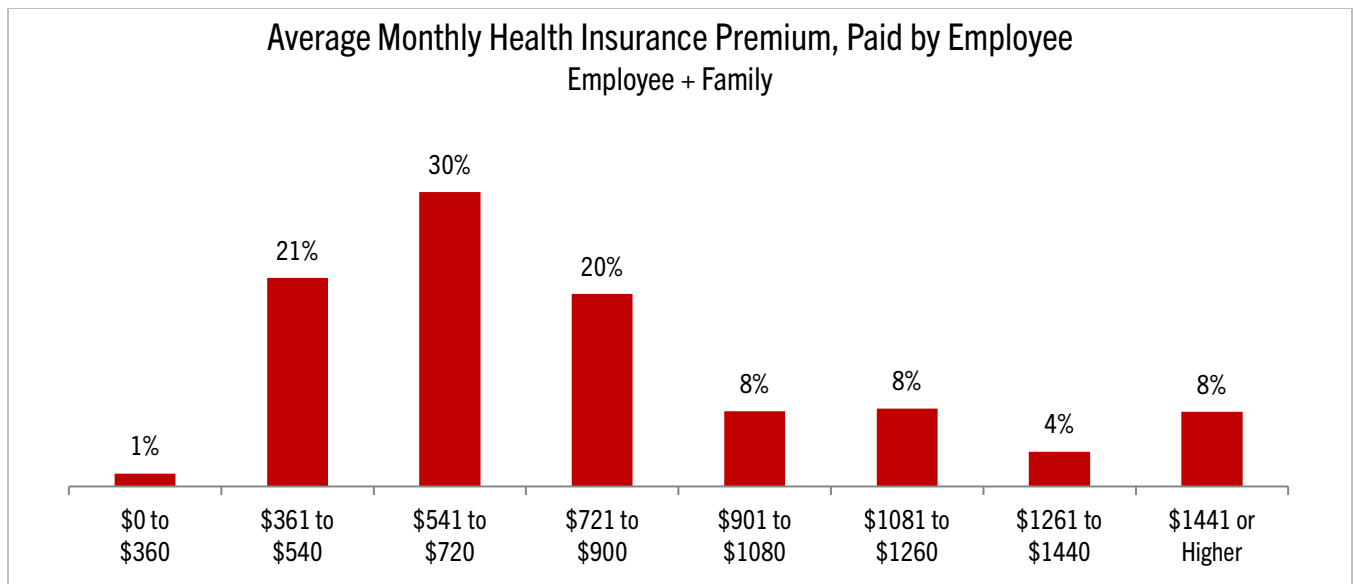
The lack of a work-life balance is a driving force of turnover among Gen Y and Gen Z employees. According to the annual survey that participants complete as part of the Workforce Study, the number of hours that employees are scheduled to work has been in slow and steady decline over the past few years. However, for most commission-based jobs such as sales consultant or service advisor, there is still an incentive to be at work beyond the scheduled hours. Some organizations are addressing this challenge by offering flex time where employees can take extended breaks during slower times during the day to exercise, pursue hobbies or be at home to greet their kids when they get home from school.



# IV. Employee Benefit Programs

## Health and Medical Benefits

- One hundred percent of all dealerships now offer Employee + Family health insurance plans.
- In 2024 only 63 percent of benefits-eligible employees were enrolled in a dealership health insurance plan which represents a four-point increase since last year.
- The average waiting period for health insurance benefits was 48 days in 2024, a decrease of 10 days from 2023.
- On average, dealerships are paying 58 percent of the monthly employee-only health insurance premium, and this has not changed since 2023. However, in 2024 dealers contributed more to employee + family insurance premiums. That contribution jumped by seven percentage points year-over-year and is now 42 percent.



## V. Dealership Compensation in 2024

The compensation analysis and trends in this section discuss all-participant data, same-stores data, and same employees' data. "Same stores" data is from 1,713 Study participants who also participated last year. Seventy-one percent of this year's participants also participated last year.

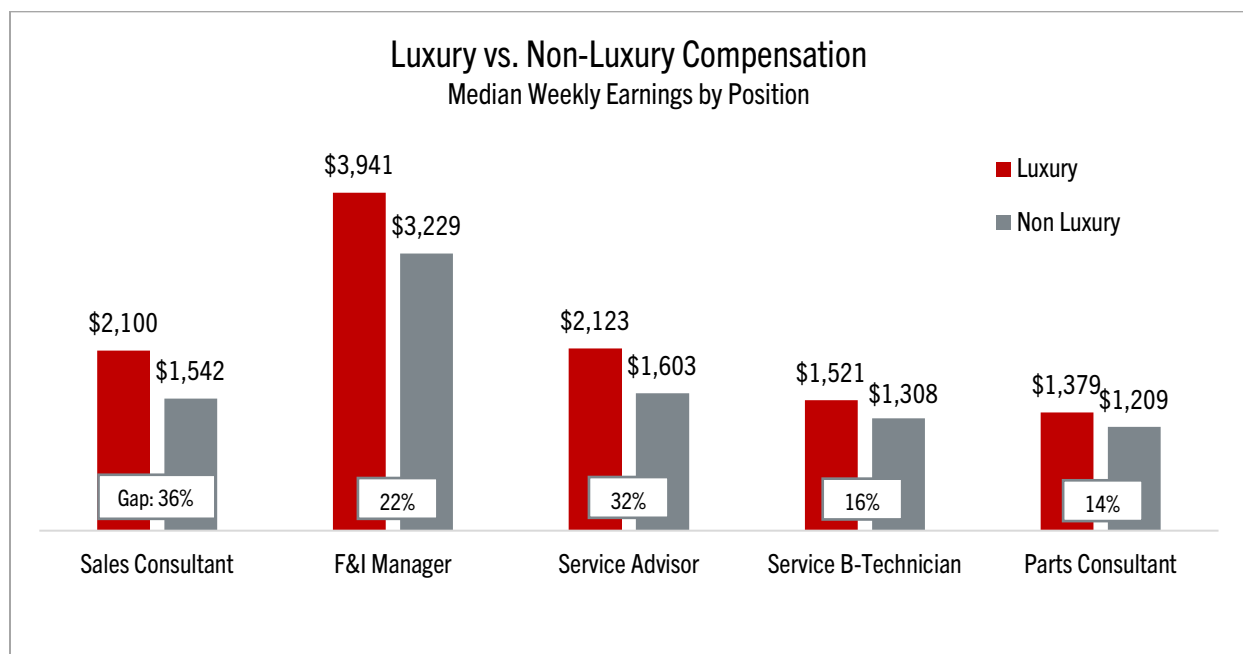
When we compare earnings growth, median earnings provide a more accurate picture of what is happening with most of the workforce. The industry's heavy emphasis on commission sales and performance-based pay plans creates situations where some employees can earn several times more than their peers. While we try to adjust for statistical outliers, unusually high performers inflate average earnings.

### Non-Luxury Compared to Luxury Compensation

Earnings in luxury dealerships tend to be significantly higher than earnings in non-luxury dealerships. Over the last five years median earnings in luxury dealerships have been significantly higher than compensation in non-luxury dealerships. The 2024 median weekly earnings stayed flat for both luxury and non-luxury dealerships. Note that earnings for "Same Employees" (staff who were in the last year's study) was up slightly for both luxury and non-luxury.

Data Source	Non-Luxury Median Weekly Earnings			Luxury Median Weekly Earnings		
	2024	2023	Growth	2024	2023	Growth
All DWS Dealership	\$1,389	\$1,387	0%	\$1,723	\$1,717	0%
DWS Same Stores	\$1,399	\$1,398	0%	\$1,742	\$1,736	0%
DWS Same Employees	\$1,485	\$1,454	↑ 2%	\$1,789	\$1,741	↑ 3%

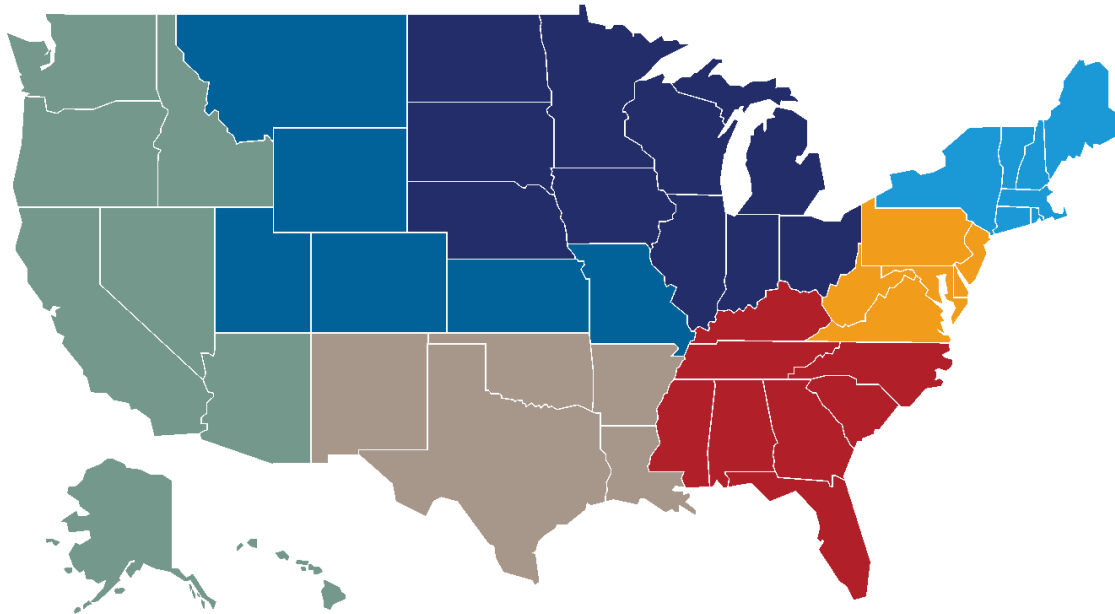
The differences in median weekly earnings between luxury and non-luxury franchised dealerships vary significantly by job title. The gap in weekly earnings is greatest between service advisors and sales consultants.



# Regional Compensation in 2024

The following pages show compensation trends and averages for key dealership positions broken out by region. Below is the map of the United States showing the regions as designated by the United States Bureau of Labor Statistics (US BLS).

FIGURE 1: U.S. BUREAU OF LABOR STATISTICS GEOGRAPHIC REGIONS



- |   |   |   |
|---|---|---|
| <span style="color: #0070C0;">■</span> Region 1 | <span style="color: #000080;">■</span> Region 4 | <span style="color: #0056B3;">■</span> Region 6 |
| <span style="color: #FFA500;">■</span> Region 2 | <span style="color: #A08060;">■</span> Region 5 | <span style="color: #50A080;">■</span> Region 7 |
| <span style="color: #C00000;">■</span> Region 3 |   |   |

- **Region 1 – Northeast:** Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island and Vermont
- **Region 2 – Mid-Atlantic:** Delaware, Maryland, New Jersey, Pennsylvania, Virginia, Washington D.C., and West Virginia
- **Region 3 – Southeast:** Alabama, Florida, Georgia, Kentucky, Tennessee, Mississippi, North Carolina and South Carolina
- **Region 4 – Midwest:** Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Nebraska, North Dakota, South Dakota and Wisconsin
- **Region 5 – Southwest:** Arkansas, Louisiana, New Mexico, Oklahoma and Texas
- **Region 6 – Mountain-Plains:** Colorado, Kansas, Missouri, Montana, Utah and Wyoming
- **Region 7 – Western:** Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon and Washington

# REGION 2

## MID-ATLANTIC

Delaware, Maryland, New Jersey, Pennsylvania, Virginia, Washington D.C., and West Virginia



### Region 2 Mid-Atlantic

- The Mid-Atlantic region’s all-dealership, all-position average compensation of \$94,579 was four percent lower than the national average of \$98,645.
- The region’s non-luxury dealership, all-positions average compensation of \$89,021 was five percent lower than the non-luxury national average of \$93,853.
- The region’s luxury dealership, all-positions average compensation of \$107,370 was five percent lower than the luxury national average of \$112,673.

Region 2: Mid Atlantic – All Dealerships							
	Overall Region Average	YoY Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average
<b>All Positions</b>	<b>\$94,579</b>	<b>↓ -2%</b>	<b>96%</b>	<b>\$91,769</b>	<b>\$94,266</b>	<b>\$96,522</b>	<b>\$98,645</b>
General Manager/Operator	\$396,219	↓ -15%	84%	\$287,270	\$406,332	\$531,229	\$470,221
Sales Manager	\$147,233	↓ -11%	86%	\$139,690	\$148,711	\$150,423	\$171,106
F&I Manager	\$167,396	↓ -2%	89%	\$148,025	\$163,117	\$177,684	\$189,097
Service Manager	\$159,173	↑ 5%	95%	\$142,855	\$159,130	\$173,715	\$167,233
Parts Manager	\$115,119	↑ 1%	89%	\$99,535	\$120,711	\$128,539	\$130,041
Sales Consultant	\$97,510	↓ -7%	99%	\$90,321	\$99,104	\$100,158	\$98,329
Service Advisor/Writer	\$92,965	↑ 6%	96%	\$87,857	\$94,804	\$94,852	\$96,561
B-Service Technician	\$82,063	↓ -1%	105%	\$74,936	\$84,140	\$84,170	\$77,848
Parts Consultant	\$63,971	↑ 65%	94%	\$57,041	\$65,294	\$67,552	\$67,832
Admin/Office Manager	\$73,198	↑ 9%	93%	\$71,852	\$74,871	\$74,077	\$79,036

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes.

# REGION 5

## SOUTHWEST

Arkansas, Louisiana, New Mexico, Oklahoma and Texas



### Region 5 Southwest

- The Southwest region’s all-dealership, all-position average compensation of \$101,659 was three percent higher than the national average of \$98,645.
- The region’s non-luxury dealership, all-positions average compensation of \$95,778 was statistically equal to the non-luxury national average of \$93,853.
- The region’s luxury dealership, all-positions average compensation of \$117,286 was four percent higher than the luxury national average of \$112,673.

Region 5: Southwest – All Dealerships								
	Overall Region Average	YoY Change	Average as % of National	Low Volume	Medium Volume	High Volume	National All-Dealer Average	
<b>All Positions</b>	<b>\$101,659</b>	<b>↑ 3%</b>	<b>103%</b>	<b>\$90,334</b>	<b>\$95,223</b>	<b>\$106,570</b>	<b>\$98,645</b>	
General Manager/Operator	\$552,981	↓ -8%	118%	\$285,749	\$446,543	\$731,514	\$470,221	
Sales Manager	\$190,934	↓ -5%	112%	\$125,463	\$164,911	\$218,028	\$171,106	
F&I Manager	\$208,903	↑ 3%	110%	\$165,932	\$182,714	\$227,070	\$189,097	
Service Manager	\$176,477	↑ 4%	106%	\$140,559	\$171,358	\$189,337	\$167,233	
Parts Manager	\$141,088	↑ 1%	108%	\$96,587	\$136,635	\$162,253	\$130,041	
Sales Consultant	\$106,516	0%	108%	\$84,898	\$93,030	\$115,892	\$98,329	
Service Advisor/Writer	\$91,794	↑ 7%	95%	\$85,927	\$91,072	\$92,966	\$96,561	
B-Service Technician	\$73,243	0%	94%	\$69,187	\$73,499	\$73,699	\$77,848	
Parts Consultant	\$68,550	↑ 3%	101%	\$57,910	\$65,852	\$72,078	\$67,832	
Admin/Office Manager	\$85,542	↑ 24%	108%	\$60,002	\$82,773	\$92,969	\$79,036	

(↑) Represent year-over-year increases or *favorable* changes; (↓) represent unfavorable changes.

# REGION 1

## NORTHEAST

Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island and Vermont



### Region 1 Northeast

Region 1: Northeast – All Dealerships						
	Annualized Turnover	YoY Change	One Year Retention	Three Year Retention	Median Tenure	
<b>All Positions</b>	<b>33%</b>	<b>↑ 3%</b>	<b>78%</b>	<b>53%</b>	<b>3.4</b>	
General Manager/Operator	15%	↓ -3%	92%	82%	10.8	
Sales Manager	31%	↑ 14%	85%	66%	5.7	
F&I Manager	37%	↑ 12%	79%	63%	4.5	
Service Manager	25%	↑ 6%	87%	69%	5.6	
Parts Manager	17%	↑ 7%	89%	77%	8.3	
Sales Consultant	45%	↑ 9%	71%	49%	2.9	
Service Advisor/Writer	40%	0%	74%	45%	2.4	
B-Service Technician	27%	↑ 3%	84%	54%	3.3	
Parts Consultant	27%	↑ 5%	80%	54%	3.4	
Admin/Office Manager	8%	↓ -3%	96%	80%	10.0	

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes.

# REGION 4

## MIDWEST

Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Nebraska, North Dakota, South Dakota and Wisconsin



### Region 4 Midwest

Region 4: Midwest – All Dealerships						
	Annualized Turnover	YoY Change	One Year Retention	Three Year Retention	Median Tenure	
<b>All Positions</b>	<b>39%</b>	<b>↑ 3%</b>	<b>77%</b>	<b>49%</b>	<b>2.9</b>	
General Manager/Operator	16%	↑ 1%	91%	80%	9.6	
Sales Manager	28%	↑ 8%	87%	68%	5.2	
F&I Manager	36%	↑ 9%	82%	60%	3.8	
Service Manager	21%	↓ -5%	89%	66%	5.0	
Parts Manager	14%	↓ -2%	95%	79%	7.7	
Sales Consultant	54%	↑ 11%	72%	47%	2.6	
Service Advisor/Writer	41%	↓ -6%	76%	42%	2.4	
B-Service Technician	32%	↑ 8%	81%	54%	3.4	
Parts Consultant	22%	↓ -2%	84%	53%	3.2	
Admin/Office Manager	17%	↑ 1%	92%	78%	7.9	

(↓) Represent year-over-year decreases or *favorable* changes; (↑) represent unfavorable changes.



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