

# 2021 COMPENSATION AND BENEFITS SUMMARY

Highlighting the results of the 2021 national survey

# **OVERVIEW**

In October 2021, approximately 1200 PGA members responded to our 2021 Compensation and Benefits survey. The report below offers key highlights on earnings, benefits, incentives, etc. on a national level. For Zone and regional results, you can consult your Executive Director or the PGA of Canada Employment department.

Please note that to preserve confidentiality, if too few members in an area or Zone in the same role have provided data, we cannot provide an average result.

This year's information has been used to establish compensation and benefit benchmarks which will be used to educate owners and employers in Canada on appropriate compensation levels and benefits as well as information to arm, you, our members when negotiating or renegotiating your employment agreement to know what you should be paid and what you are worth in any golf professional position as a valuable PGA of Canada member. Our ultimate goal is to aid in driving compensation standards in the Canadian golf industry forward. However, we as an association can only guide you and arm you with the information. It is up to every member to use the information to negotiate the compensation and benefits you feel you have.

All PGA of Canada members should use the data below and the more detailed regional data available through their Zone Executive Directors/National Employment Department to compare with their earnings to help negotiate with their employer. To help you we have created a companion <u>negotiation tool</u> you can use to look at elements of your compensation and compare each to the survey data.

This data can also be used by members who are also employers in aiding them to assess appropriate levels of compensation for their employees.

Please keep in mind that not everyone answered all questions, for example about 100 did not respond to the salary question, or in a way the data could be used. When looking at tables that show base pay and total Income you cannot add the categories across the row for the role. The total income represents the average combined income for all members responding in that job type (eg Head Professional) or membership category. Some members may receive a larger base pay and no incentives or teaching income, while for others it is reversed. Similarly, some members receive a bonus while others in the same role receive income from the Pro Shop.

One last note, the data represents income earned in golf for the season worked. Members may have off-season or other income that is not reflected in these results.

## **EARNINGS BY JOB TYPE**

The tables below indicate earnings nationally and zone by job title. Where there is no data, there was not enough information provided in the survey to report.

For regional and local data as well as individual data by facility type (private, public) please contact your zone Executive Director or the PGA of Canada Employment Department. The contact information for each zone office and employment department is available on the last page of this report.

The following, 1 through 6, is a description of what the columns in each table below represent. These columns also directly correlate to the negotiation tool, and you will use the information in the tables below within the tool itself.

- 1. The job title the respondents selected as the most representative for their role. Use the one that most closely matches your role.
- 2. The average base pay annual salary.
- 3. The average teaching income earned annually.
- 4. The average bonus earned annually this was pay data respondents classified as a periodic bonus, rather than commissions or incentives typically based on a sale or activity (5 below).
- 5. The average combined commissions, pro shop income and other incentives received.
- 6. The total income represents the earnings from all categories for that job. Note that you cannot add the categories across as some members receive a larger base pay and no incentives or teaching, while for others it is reversed.

	Job Title (1)	Avg of Base Pay (2)	Avg of Teaching Income (3)	Avg Bonus (4)	Avg Comm, Pro Shop & Incentives (5)	Avg Total Income (6)
	Apprentice Professional	\$33,874	\$13,786	\$2,033	\$18,071	\$43,555
	Assistant Professional	\$29,557	\$11,411	\$1,958	\$2,300	\$40,788
	Associate Professional	\$40,131	\$12,243	\$2,254	\$4,841	\$52,598
	Coach	\$52,125	\$101,000	\$13,500	\$22,040	\$90,517
AL	Director of Golf	\$88,572	\$9,696	\$10,010	\$36,639	\$111,823
NO	Director of Instruction	\$40,729	\$69,550	\$3,069	\$25,625	\$89,037
NATIONAL	Executive (CEO, COO, President, VP, etc.)	\$117,100	\$6,313	\$26,600	\$51,692	\$143,950
	General Manager	\$95,294	\$6,248	\$14,082	\$27,955	\$114,361
	Head Professional	\$68,323	\$8,390	\$5,863	\$25,092	\$84,164
	Head Teaching Professional	\$44,395	\$45,184	\$6,164	\$16,500	\$71,469
	Other (Golf industry-related position not listed)	\$71,360	\$11,031	\$6,047	\$33,172	\$85,552
	Teaching Professional	\$35,804	\$45,654	\$3,967	\$15,373	\$58,317
	Work outside of the golf industry	\$68,833	\$6,860	\$5,000	\$15,000	\$68,869

	Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$33,545.00	\$23,600.00	\$5,000.00	\$50,000.00	\$49,136.00
	Assistant Professional	\$34,757.33	\$13,193.33	\$2,110.50	\$1,000.00	\$48,580.13
⋖	Associate Professional	\$36,786.35	\$20,652.17	\$3,281.25	\$5,100.00	\$57,438.27
VB	Coach	\$53,333.33	\$107,500.00	\$16,500.00	\$5,733.33	\$85,040.00
	Director of Golf	\$92,500.00	\$16,416.67	\$12,200.00	\$29,170.00	\$117,971.76
	Director of Instruction	\$32,000.00	\$76,250.00	\$3,275.00	\$65,000.00	\$89,591.67
ISH COLUMB	Executive (CEO, COO, President, VP, etc.)	\$116,600.00		\$55,000.00	\$3,000.00	\$128,200.00
BRIT	General Manager	\$99,454.55	\$6,863.64	\$13,809.52	\$69,500.00	\$127,378.79
8	Head Professional	\$72,770.75	\$10,068.97	\$4,620.00	\$38,150.00	\$90,879.65
	Head Teaching Professional	\$44,642.86	\$44,625.00	\$4,250.00	\$13,500.00	\$81,333.33
	Other (Golf industry-related position not listed)	\$67,000.00	\$35,000.00	\$5,333.33		\$74,285.71
	Teaching Professional	\$41,906.67	\$62,625.00	\$300.00	\$17,500.00	\$63,287.69

	Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$43,386.15	\$18,454.55	\$2,350.00		\$55,122.86
	Assistant Professional	\$33,582.12	\$10,750.00	\$1,830.00	\$1,992.86	\$44,648.29
	Associate Professional	\$42,872.18	\$12,545.45	\$1,702.63	\$5,842.86	\$58,011.95
	Coach	\$36,000.00	\$135,000.00	\$10,500.00		\$121,000.00
<b>1</b>	Director of Golf	\$101,857.14	\$6,900.00	\$11,714.29	\$46,100.00	\$120,500.00
ALBERTA	Executive (CEO, COO, President, VP, etc.)	\$96,285.71	\$5,000.00	\$22,000.00	\$35,500.00	\$117,000.00
	General Manager	\$110,595.59	\$2,564.71	\$11,880.00	\$11,650.00	\$122,669.12
	Head Professional	\$75,178.93	\$8,942.55	\$5,976.00	\$8,857.14	\$88,436.82
	Head Teaching Professional	\$45,300.00	\$42,000.00	\$4,700.00	\$5,000.00	\$75,566.67
	Other (Golf industry-related position not listed)	\$56,562.50	\$14,833.33	\$6,960.00	\$41,733.33	\$86,536.36
	Teaching Professional	\$47,271.43	\$72,285.71	\$8,000.00	\$16,800.00	\$85,172.73

	Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop	Avg Total
					& Inct	Income
	Assistant Professional	\$27,000.00	\$11,083.75	\$500.00		\$38,208.75
A	Associate Professional	\$30,100.00	\$11,500.00			\$41,600.00
	Director of Golf	\$59,000.00	\$8,000.00		\$15,000.00	\$66,666.67
丟	General Manager	\$85,166.67	\$3,300.00	\$5,533.33	\$2,500.00	\$91,100.00
	Head Professional	\$52,125.00	\$6,958.33	\$7,250.00	\$50,000.00	\$76,958.33
SK	Head Teaching Professional	\$40,000.00	\$53,500.00	\$6,000.00	\$7,000.00	\$69,000.00
SASKATCHEWAN	Other (Golf industry-related position)	\$34,375.00	\$1,500.00		\$3,500.00	\$36,000.00
	Work outside of the golf industry	\$117,500.00	\$6,000.00			\$123,500.00

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Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
Assistant Professional	\$22,000.00	\$5,000.00			\$27,000.00
Associate Professional	\$35,833.33	\$15,000.00	\$1,500.00	\$350.00	\$41,950.00
General Manager	\$73,375.00	\$10,625.00	\$14,000.00	\$37,500.00	\$105,888.89
Head Professional	\$54,600.00	\$9,200.00	\$3,666.67		\$66,000.00

THERN ITARIO	Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
NOR ON	Executive Professional	\$74,000.00	\$2,000.00	\$9,200.00	\$12,000.00	\$86,500.00

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Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
Apprentice Professional	\$34,062.50	\$10,318.18	\$1,625.00	\$2,833.33	\$42,093.75
Assistant Professional	\$27,643.33	\$11,961.88	\$1,692.31	\$3,357.14	\$38,471.35
Associate Professional	\$42,342.71	\$8,529.82	\$2,106.25	\$2,158.33	\$50,426.53
Director of Golf	\$95,786.49	\$8,820.00	\$10,545.45	\$42,125.00	\$122,910.53
Director of Instruction	\$41,142.86	\$77,333.33	\$6,250.00	\$14,000.00	\$93,136.36
Executive (CEO, COO, President, VP, etc.)	\$147,106.67	\$6,500.00	\$29,200.00	\$33,400.00	\$179,006.67
General Manager	\$99,231.05	\$6,818.18	\$18,119.35	\$16,111.11	\$117,410.12
Head Professional	\$72,814.38	\$7,428.13	\$7,361.11	\$26,244.83	\$88,688.67
Head Teaching Professional	\$48,777.78	\$51,666.67	\$8,625.00	\$55,000.00	\$89,350.00
Other (Golf industry-related position)	\$70,591.18	\$5,216.00	\$5,200.00	\$26,500.00	\$79,890.00
Teaching Professional	\$31,833.33	\$39,347.83	\$2,750.00	\$17,798.57	\$54,503.46
Work outside of the golf industry	\$67,500.00	\$12,000.00	\$5,000.00	\$10,000.00	\$72,000.00

	Job Title	Avg Base Pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Assistant Professional	\$25,360.00	\$14,950.00	\$2,000.00	\$50.00	\$37,730.00
	Associate Professional	\$35,710.00	\$7,500.00		\$2,500.00	\$43,710.00
_	Director of Golf	\$87,000.00	\$7,000.00	\$11,000.00	\$2,000.00	\$97,400.00
<b>OTTAWA</b>	Executive (CEO, COO, President, VP, etc.)	\$90,000.00		\$20,000.00	\$121,000.00	\$112,500.00
	General Manager	\$77,375.00	\$8,500.00	\$15,000.00	\$18,930.00	\$98,840.00
	Head Professional	\$63,183.33	\$9,416.67	\$2,742.86	\$29,500.00	\$86,491.67
	Head Teaching Professional	\$50,000.00	\$54,250.00			\$53,400.00
	Other (Golf industry-related position)	\$61,666.67	\$20,500.00	\$4,500.00	\$16,000.00	\$82,200.00
	Teaching Professional	\$44,500.00	\$35,666.67		\$9,000.00	\$49,000.00

	Job Title	Avg Base Pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$26,000.00	\$9,916.67	\$750.00	\$10,000.00	\$33,375.00
	Assistant Professional	\$25,555.56	\$11,683.06	\$10,000.00	\$1,875.00	\$38,210.83
EC	Associate Professional	\$32,777.78	\$19,444.44	\$3,720.00	\$9,550.00	\$50,770.00
EB	Director of Golf	\$69,346.15	\$6,280.91	\$8,812.50	\$31,785.71	\$97,199.23
	Director of Instruction	\$50,500.00	\$80,000.00			\$65,400.00
	General Manager	\$77,565.38	\$11,500.00	\$13,487.50	\$11,000.00	\$97,096.15
	Head Professional	\$49,335.45	\$8,500.00	\$6,220.00	\$32,000.00	\$64,952.50
	Head Teaching Professional	\$20,880.00	\$40,200.00			\$48,552.00
	Teaching Professional	\$15,000.00	\$30,000.00	\$2,000.00	\$2,250.00	\$39,055.56

<u>][</u>	Job Title	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
E	Assistant Professional	\$24,535.00	\$4,166.67	\$700.00	\$666.67	\$28,510.00
	Director of Golf	\$70,625.00	\$14,500.00	\$4,250.00	\$1,128.57	\$86,425.00
M	General Manager	\$65,900.00	\$3,937.50	\$7,625.00		\$75,608.33
	Head Professional	\$46,250.00	\$5,140.00	\$1,650.00	\$600.00	\$52,590.00

# **EARNINGS BY MEMBERSHIP CATEGORY**

Similar to the tables above by Job Type, the table below indicates average earnings nationally and zone by Membership Category. Again, the columns numbered below can be used in the negotiation tool to compare your average annual compensation with the average within your membership category.

Note: If a category is not shown e.g., retired, there was insufficient compensation data to preserve confidentiality.

	Membership Category (1)	Avg of Base Pay (2)	Avg of Teaching (3)	Avg Bonus (4)	Avg Comm, Pro Shop & Incent. (5)	Avg Total Income (6)
	Apprentice Professional	\$32,749	\$13,932	\$3,020	\$11,760	\$43,790
M	Class "A" Executive Professional	\$114,871	\$5,618	\$16,983	\$53,375	\$137,942
	Class "A" Head Professional	\$75,295	\$8,904	\$7,693	\$13,179	\$93,414
NATIONAL	Class "A" Head Teaching Professional	\$51,125	\$50,878	\$11,871	\$26,300	\$81,153
	Class "A" Life Professional	\$41,667	\$6,500	N/A	\$10,000	\$127,000
	Class "A" Professional	\$53,511	\$15,343	\$4,589	\$17,433	\$68,669
	Class "A" Teaching Professional	\$36,284	\$54,805	\$9,214	\$13,455	\$68,855

BIA	Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
COLUMB	Apprentice Professional	\$40,008.89	\$24,256.67	\$3,143.56	\$19,688.89	\$55,197.95
	Class "A" Executive Professional	\$110,727.27	\$5,916.67	\$18,730.77	\$27,000.00	\$127,090.91
	Class "A" Head Professional	\$79,987.02	\$14,875.00	\$6,325.00	\$46,763.16	\$105,567.45
BRITISH	Class "A" Head Teaching Professional	\$32,000.00	\$70,000.00	\$6,000.00	\$35,000.00	\$78,000.00
SRI	Class "A" Professional	\$54,357.97	\$25,750.00	\$7,390.63	\$20,427.27	\$78,851.15
	Class "A" Teaching Professional	\$33,880.00	\$54,444.44	\$15,750.00	\$6,000.00	\$61,887.69

	Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$35,522.87	\$10,692.34	\$2,590.91	\$6,830.00	\$45,963.93
RTA	Class "A" Executive Professional	\$127,318.97	\$2,920.00	\$14,065.22	\$36,112.50	\$144,461.67
BE	Class "A" Head Professional	\$79,771.00	\$7,724.14	\$7,085.29	\$8,166.67	\$92,595.64
ALE	Class "A" Head Teaching Professional	\$55,192.31	\$42,944.44	\$12,614.29	\$9,666.67	\$81,420.00
	Class "A" Professional	\$49,283.75	\$14,098.28	\$2,576.79	\$22,390.74	\$67,636.41
	Class "A" Teaching Professional	\$44,833.33	\$101,857.14	\$10,333.33	\$6,000.00	\$111,312.50

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Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop	
		j	9	& Inct	Income
Apprentice Professional	\$25,083.33	\$7,583.75	\$500.00		\$30,222.50
Class "A" Executive Professional	\$93,000.00	\$4,900.00	\$3,500.00	\$80,833.33	\$147,800.00
Class "A" Head Professional	\$58,678.57	\$5,576.92	\$8,033.33	\$60,000.00	\$78,435.71
Class "A" Head Teaching	\$40,250.00	\$57,333.33	\$6,000.00	\$9,000.00	\$75,000.00
Professional	<b>Ა</b> 40,८J0.00	נכינכר'ורל	\$0,000.00	00.000,8¢	00.000,د / ډ
Class "A" Professional	\$53,730.77	\$10,375.00		\$11,750.00	\$65,115.38

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Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
Apprentice Professional	\$18,600.00	\$4,490.00	\$1,350.00		\$23,360.00
Class "A" Head Professional	\$67,041.67	\$6,409.09	\$9,000.00	\$20,000.00	\$85,583.33
Class "A" Professional	\$48,687.50	\$26,900.00	\$3,750.00	\$33,470.00	\$78,483.33

THERN	Membership Category	Avg Base Pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Class "A" Head Professional	\$61,916.67	\$4,375.00	\$7,750.00	\$23,000.00	\$71,250.00

	Membership Category	Avg Base Pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$31,441.33	\$14,234.60	\$1,750.00	\$9,006.67	\$41,444.75
0	Class "A" Executive Professional	\$125,695.66	\$5,500.00	\$20,690.00	\$22,600.00	\$151,658.82
AB	Class "A" Head Professional	\$79,192.64	\$8,750.00	\$9,298.31	\$27,335.71	\$97,585.56
ONTAR	Class "A" Head Teaching Professional	\$48,785.71	\$75,111.11	\$14,916.67	\$34,500.00	\$99,156.25
	Class "A" Life Professional	\$10,000.00	\$6,500.00		\$300,000.00	\$161,500.00
	Class "A" Professional	\$57,688.63	\$12,265.95	\$5,127.14	\$8,772.31	\$66,413.51
	Class "A" Teaching Professional	\$39,666.67	\$45,363.64	\$1,500.00	\$31,333.33	\$69,375.00

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	Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$36,850.00	\$14,225.00	\$15,666.67	\$4,025.00	\$46,365.00
¥ S	Class "A" Executive Professional	\$102,000.00	\$25,400.00	\$16,666.67		\$125,500.00
<b></b>	Class "A" Head Professional	\$74,315.79	\$8,187.50	\$4,900.00	\$24,802.22	\$95,022.11
5	Class "A" Head Teaching Professional	\$44,000.00	\$45,400.00	\$2,000.00	\$35,000.00	\$58,666.67
	Class "A" Professional	\$46,728.57	\$13,333.33	\$4,600.00	\$30,400.00	\$58,969.57
	Class "A" Teaching Professional	\$38,666.67	\$19,500.00		\$11,333.33	\$63,000.00

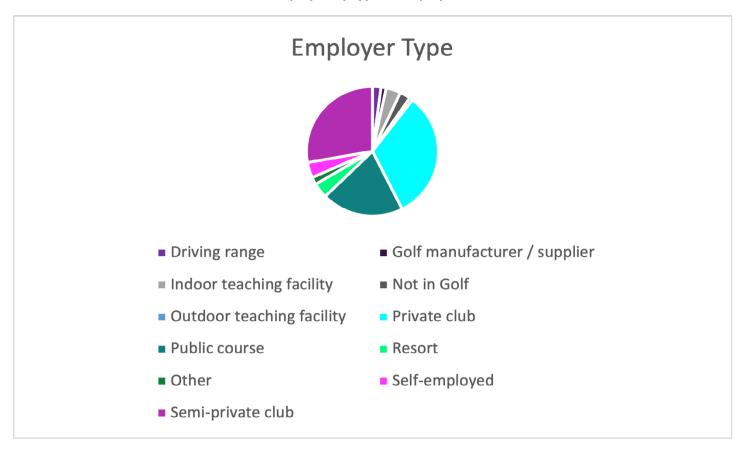
	Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
	Apprentice Professional	\$27,725.00	\$12,236.94	\$3,425.00	\$4,500.00	\$39,754.53
EC	Class "A" Executive Professional	\$82,690.91	\$9,000.00	\$14,112.50	\$37,000.00	\$117,227.27
EB	Class "A" Head Professional	\$60,149.23	\$6,454.50	\$8,208.33	\$27,818.18	\$77,684.07
O	Class "A" Head Teaching Professional	\$55,440.00	\$28,714.29	\$10,000.00		\$61,822.86
	Class "A" Professional	\$56,500.00	\$18,777.78	\$4,111.43	\$23,033.33	\$74,565.71
	Class "A" Teaching Professional	\$14,000.00	\$35,166.67		\$2,000.00	\$40,500.00

63	Membership Category	Avg Base pay	Avg Teaching	Avg Bonus	Avg Comm, Shop & Inct	Avg Total Income
ANTIC	Apprentice Professional	\$24,791.56	\$6,260.00	\$700.00		\$30,260.44
A	Class "A" Executive Professional	\$78,000.00	\$5,000.00	\$10,000.00		\$86,750.00
H	Class "A" Head Professional	\$57,885.71	\$6,187.50	\$3,622.22		\$67,153.57
A	Class "A" Professional	\$42,875.00	\$2,375.00	\$1,500.00	\$25,000.00	\$50,687.50
	Class "A" Teaching Professional		\$50,000.00			\$50,000.00



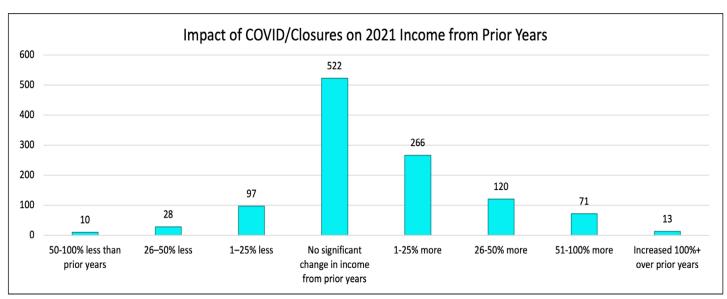
# **MEMBERS BY EMPLOYER TYPE**

The chart below shows member numbers employed by type of employer.



# **IMPACT OF COVID-19**

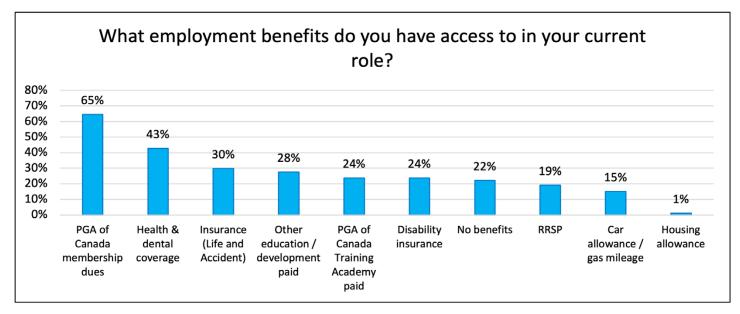
About half the respondents (522) saw no significant change in their 2021 income from prior years. About a third (386) saw an increase of up to 50% more income.



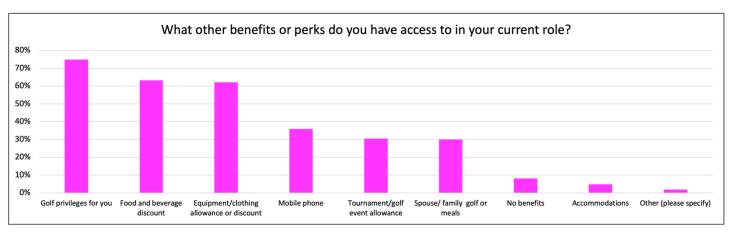
### **BENEFITS**

The table below indicates benefits offered (paid in full or in part) by the employer.

- Two thirds of respondents have PGA dues paid, almost half have health and dental coverage and about a quarter have no employer benefits.
- Note: Depending on your employment and income, health and dental coverage, training and RRSP contributions
  can be tax-effective forms of compensation, if your employer pays vs you are paying with after-tax income. You
  can consider negotiating for these benefits.

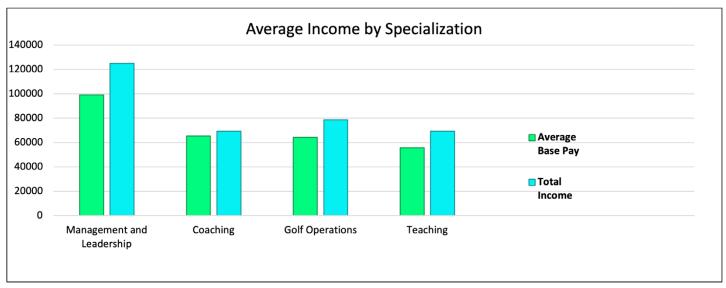


• Three-quarters of respondents have personal golf privileges and about 30% for spouse/family. About 60% receive a personal food and beverage or equipment/clothing discount.



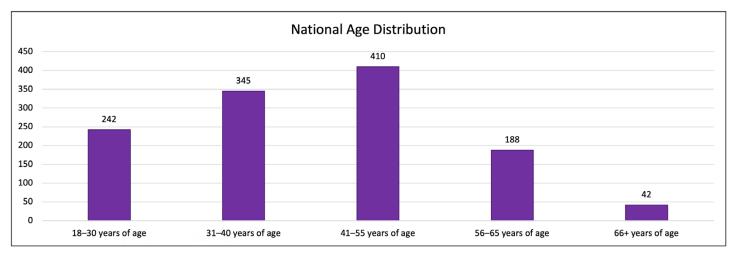
# **SPECIALIZATIONS**

About a third of respondents indicated no specialization. The income of those with a management/leadership specialization (\$125K) was the highest, followed by golf operations (\$79K) and coaching (\$75K). About 1/3 indicated golf operations and another 1/3 indicated a teaching specialization (\$55K).

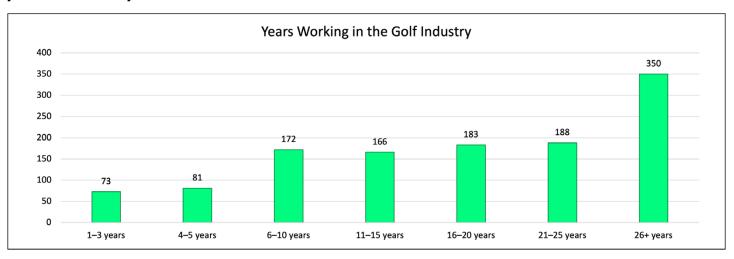


# RESPONDENT DEMOGRAPHICS

About 33% of you are 41-55 years old and 28% are 31-40 years old and 20% are under 30. The graph below breaks out the respondents by age. About 93% of respondents are male, 7% female with less than 1% who did not respond to these genders.



Almost 30% of respondents have been in the golf industry over 26 years. A further 30% have between 16 and 25 years in the industry.





# For further information on compensation and benefit data, please contact your PGA of Canada Zone Office or the National Employment Department.

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