

2025 HFA Employee Compensation and Benefits Survey

DEADLINE FOR SUBMITTING FORM: NOVEMBER 14, 2025

Please note that the identity of, and information provided by, all participants will be **protected and held strictly confidential** under the administration of Industry Insights, Inc. of Dublin, Ohio. No one other than select Industry Insights staff will have access to the data you submit.

All the answers represented in this survey must relate exclusively to the facility or company identified. If you have any questions about the survey or require an additional questionnaire, contact Anton Severin, HFA Vice President of Research, at aseverin@healthandfitness.org.

The survey should take you less than an hour once you've gathered your compensation and benefits data. And don't worry! You may save your work and come back to it at any time.

General Instructions

- Please fill out as much of the survey as you can. If some sections or questions do not apply, skip ahead. Every contribution is valuable and helps strengthen the results.
- Refer to enclosed job descriptions when completing the compensation section.
- Round Numbers—Show dollar figures without cents.
- Be sure to go through and mark each section complete.

Contact Name: _____ Title: _____

Club/Company Name: _____

Club/Company Address: _____ Suite/floor: _____

City: _____ State/Province: _____ Zip/postal code: _____ Country: _____

Club/Company Phone: (_____) _____ Club/Company Fax: (_____) _____

Contact Email: _____

(Email will be kept secure and confidential and will only be used to send you HFA updates related to the survey results.)

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Company Profile

1. Year company/club was founded:	#	665
2. Please indicate the total number of clubs managed or owned by your company:	#	5
3. Total number of full-time employees at corporate headquarters only:	#	2
4. Total number of part-time employees at corporate headquarters only:	#	400
5. Total annual company sales for the most recently completed fiscal year:	\$	6
6. Your company is operated as a . . . (Check only one):		
7-1 <input type="checkbox"/> Sole Proprietorship	3 <input type="checkbox"/> "C" Corp	5 <input type="checkbox"/> LLC
2 <input type="checkbox"/> Partnership/Franchise	4 <input type="checkbox"/> "S" Corp	6 <input type="checkbox"/> LLP
7 <input type="checkbox"/> Other _____		
7. Number of clubs in the following segments:		
High volume/low price	#	1003
Mid-priced	#	1004
Luxury/premium	#	1006
Studio/boutique	#	1007
8. Type of clubs (Check all that apply):		
1008 <input type="checkbox"/> Independent	1009 <input type="checkbox"/> Part of a multi-chain	1010 <input type="checkbox"/> Franchisee

Compensation Information

Please report number of employees and compensation information for *full-time equivalent* employees (unless otherwise instructed). Base salaries should be reported as of July 1, 2025. Bonus commission and other taxable income should be based on the 12-month period ending with December 31, 2024. Place employees in the position that describes responsibilities similar to those that occupy most of their time. Do not include company paid employment taxes or fringe benefits in the amounts reported below. Report all compensation figures in U.S. or Canadian dollars.

Monetary figures in this survey are reported in . . . 9-1 U.S. Dollars 2 Canadian Dollars

SENIOR MANAGEMENT/CORPORATE STAFF (Head office/corporate staff; does not include on-site club positions)

Job Title	Number of Full-Time Equivalent Employees*	Average Annual Base Salary Per Person	Average Annual Bonus/Commission/ Other Taxable Income Per Person	Average Length of Employment (Years)	Minimum Level of Education Required 1 = High School 2 = Associate Degree 3 = Bachelor Degree 4 = Master's Degree 5 = Ph.D.
CEO	14	\$ 21	\$ 28	35	1 2 3 4 5 42
Chief Operating Officer	15	\$ 22	\$ 29	36	1 2 3 4 5 43
Chief Financial Officer	16	\$ 23	\$ 30	37	1 2 3 4 5 44
Regional Director	17	\$ 24	\$ 31	38	1 2 3 4 5 45
Membership Sales Director/Chief Revenue Officer	18	\$ 25	\$ 32	39	1 2 3 4 5 46
Marketing Director or Chief Marketing Officer	701	\$ 702	\$ 703	704	1 2 3 4 5 705
Chief Technical Officer/Chief Product Officer	924	\$ 925	\$ 926	927	1 2 3 4 5 928
Human Resources Director	19	\$ 26	\$ 33	40	1 2 3 4 5 47
Fitness/Training Director	20	\$ 27	\$ 34	41	1 2 3 4 5 48
General Counsel	1018	\$ 1019	\$ 1020	1021	1 2 3 4 5 1022

SALARIED CLUB-LEVEL EMPLOYEES (staff working on-site or on location at club)

Please match employees to the position that best reflects their **primary job function**, even if titles differ.

- Use the provided descriptions as your guide.
- If a position isn't listed, add it under "Other."
- For employees with multiple duties, choose the role that fits their **main responsibilities**.

	# of Full-Time Equivalent Employees*	Actual # of Employees	Average Annual Base Salary Per Person	Average Annual Bonus/Commission/Other Taxable Income Per Person	New FTE* Hires (from 7/2024 – 6/2025)	Minimum Level of Education Required 1 = High School 2 = Associate Degree 3 = Bachelor Degree 4 = Master's Degree 5 = Ph.D. 6 = Professional Certification 7= Other (specify)
General Manager	49	61	\$ 73	\$ 85	97	1 2 3 4 5 6 7 _____ 109
Operations Manager	957	958	\$ 959	\$ 960	961	1 2 3 4 5 6 7 _____ 962
Membership Sales Manager	50	62	\$ 74	\$ 86	98	1 2 3 4 5 6 7 _____ 110
Marketing Manager	706	707	\$ 708	\$ 709	710	1 2 3 4 5 6 7 _____ 711
Fitness Manager/Director	51	63	\$ 75	\$ 87	99	1 2 3 4 5 6 7 _____ 111
Group Exercise Manager/Director	52	64	\$ 76	\$ 88	100	1 2 3 4 5 6 7 _____ 112
Personal Training Manager/Director	53	65	\$ 77	\$ 89	101	1 2 3 4 5 6 7 _____ 113
Tennis Director	54	66	\$ 78	\$ 90	102	1 2 3 4 5 6 7 _____ 114
Assistant General Manager	55	67	\$ 79	\$ 91	103	1 2 3 4 5 6 7 _____ 115
Athletics Program Director	945	946	\$ 947	\$ 948	949	1 2 3 4 5 6 7 _____ 950
Controller or Business Manager	951	952	\$ 953	\$ 954	955	1 2 3 4 5 6 7 _____ 956
Front-Desk Manager	56	68	\$ 80	\$ 92	104	1 2 3 4 5 6 7 _____ 116
Aquatics Manager	57	69	\$ 81	\$ 93	105	1 2 3 4 5 6 7 _____ 117
Maintenance/Facilities Manager	969	970	\$ 971	\$ 972	973	1 2 3 4 5 6 7 _____ 974
Housekeeping Manager	975	976	\$ 977	\$ 978	979	1 2 3 4 5 6 7 _____ 980
Spa Manager/Director	981	982	\$ 983	\$ 984	985	1 2 3 4 5 6 7 _____ 986
Nutrition/ Wellness Mgr/Director	987	988	\$ 989	\$ 990	991	1 2 3 4 5 6 7 _____ 992
Information Technology Director	993	994	\$ 995	\$ 996	997	1 2 3 4 5 6 7 _____ 998
Youth Fitness Manager	58	70	\$ 82	\$ 94	106	1 2 3 4 5 6 7 _____ 118
Childcare Manager	59	71	\$ 83	\$ 95	107	1 2 3 4 5 6 7 _____ 119
Member Service Director	60	72	\$ 84	\$ 96	108	1 2 3 4 5 6 7 _____ 120
Restaurant/Café Manager	1023	1024	\$ 1025	\$ 1026	1027	1 2 3 4 5 6 7 _____ 1028
Other _____ 1029Other	1029	1030	\$ 1031	\$ 1032	1033	1 2 3 4 5 6 7 _____ 1034
Other _____ 1035Other	1035	1036	\$ 1037	\$ 1038	1039	1 2 3 4 5 6 7 _____ 1040

* One full-time equivalent (FTE) equals one individual who works 40 hours per week, two individuals who each work 20 hours per week, etc.

HOURLY CLUB-LEVEL EMPLOYEES (staff working on-site or on location at club)

Please match employees to the position that best reflects their **primary job function**, even if titles differ.

- Use the provided descriptions as your guide.
- If a position isn't listed, add it under "Other."
- For employees with multiple duties, choose the role that fits their **main responsibilities**.

	Is position filled by Staff, Contract or Both (circle one)	# of Full-Time Equivalent Employees*	Actual # of Employees	Average Hourly Rate for Full-Time	Average Hourly Rate for Part-Time	New FTE* Hires (from 7/2024 – 6/2025)
Personal Trainer	Staff Contract Both 802	122	133	\$ 144	\$ 155	166
Nutrition Coach	Staff Contract Both 826	517	518	\$ 519	\$ 520	521
Specialty Personal Trainer (for special populations and/or competitive athletes)	Staff Contract Both 803	124	135	\$ 146	\$ 157	168
Member Sales Representative	Staff Contract Both 804	125	136	\$ 147	\$ 158	169
Fitness Center Personnel	Staff Contract Both 805	126	137	\$ 148	\$ 159	170
Tennis Instructor	Staff Contract Both 806	127	138	\$ 149	\$ 160	171
Group Exercise Instructor	Staff Contract Both 808	128	139	\$ 150	\$ 161	172
Pilates Instructor	Staff Contract Both 809	129	140	\$ 151	\$ 162	173
Yoga Instructor	Staff Contract Both 810	130	141	\$ 152	\$ 163	174
Martial Arts Instructor	Staff Contract Both 811	605	606	\$ 607	\$ 608	609
Group Cycling Instructor	Staff Contract Both 812	610	611	\$ 612	\$ 613	614
Barre Instructor	Staff Contract Both 813	712	713	\$ 714	\$ 715	716
Dietitian	Staff Contract Both 814	717	718	\$ 719	\$ 720	721
Health & Wellness Coach	Staff Contract Both 815	722	723	\$ 724	\$ 725	726
Stretch/Flexibility Instructor	Staff Contract Both 1045	1046	1047	\$ 1048	\$ 1049	1050
Massage Therapist	Staff Contract Both 1051	1052	1053	\$ 1054	\$ 1055	1056
Physical Therapist	Staff Contract Both 1057	1058	1059	\$ 1060	\$ 1061	1062
Pickleball Instructor	Staff Contract Both 1063	1064	1065	\$ 1066	\$ 1067	1068
Other Spa/Salon Staff	Staff Contract Both 1069	1070	1071	\$ 1072	\$ 1073	1074
Front-Desk Personnel	Staff Contract Both 817	131	142	\$ 153	\$ 164	175
Bookkeeper	Staff Contract Both 818	615	616	\$ 617	\$ 618	619
Office Staff (Admin or Clerical)	Staff Contract Both 819	620	621	\$ 622	\$ 623	624
Social Media Specialist	Staff Contract Both 816	727	728	\$ 729	\$ 730	731
Maintenance (building and equipment) Personnel	Staff Contract Both 820	625	626	\$ 627	\$ 628	629
Housekeeping Personnel	Staff Contract Both 821	630	631	\$ 632	\$ 633	634
Childcare Staff	Staff Contract Both 822	635	636	\$ 637	\$ 638	639
Food & Beverage Staff	Staff Contract Both 823	640	641	\$ 642	\$ 643	644
Pro-Shop/Retail Staff	Staff Contract Both 824	645	646	\$ 647	\$ 648	649
Summer Camp Staff	Staff Contract Both 825	650	651	\$ 652	\$ 653	654
Other _____ 1099Other	Staff Contract Both 1203	1204	1205	\$ 1206	\$ 1207	1208
Other _____ 1106Other	Staff Contract Both 1107	1108	1109	\$ 1110	\$ 1111	1112

HOURLY CLUB-LEVEL EMPLOYEE CERTIFICATION (Check all required)												
	Bachelor's Degree	ACSM American College of Sports Medicine	NSCA National Strength & Conditioning Association	NASM National Academy of Sports Medicine	ACE American Council on Exercise	AFAA Aerobics and Fitness Association of America	USPTA United States Professional Tennis Association	PTR Professional Tennis Registry	USRSA United States Racquet Stringers Association	CPR/ First Aid	WSI Water Safety Instruction	Other
Personal Trainer	<input type="checkbox"/> 177	<input type="checkbox"/> 187	<input type="checkbox"/> 197	<input type="checkbox"/> 207	<input type="checkbox"/> 217	<input type="checkbox"/> 227	<input type="checkbox"/> 237	<input type="checkbox"/> 247	<input type="checkbox"/> 257	<input type="checkbox"/> 267	<input type="checkbox"/> 277	<input type="checkbox"/> 287
Nutrition Coach	<input type="checkbox"/> 522	<input type="checkbox"/> 523	<input type="checkbox"/> 524	<input type="checkbox"/> 525	<input type="checkbox"/> 799	<input type="checkbox"/> 526	<input type="checkbox"/> 527	<input type="checkbox"/> 528	<input type="checkbox"/> 529	<input type="checkbox"/> 530	<input type="checkbox"/> 539	<input type="checkbox"/> 540
Specialty Personal Trainer (for special populations and/or competitive athletes)	<input type="checkbox"/> 179	<input type="checkbox"/> 189	<input type="checkbox"/> 199	<input type="checkbox"/> 209	<input type="checkbox"/> 219	<input type="checkbox"/> 229	<input type="checkbox"/> 239	<input type="checkbox"/> 249	<input type="checkbox"/> 259	<input type="checkbox"/> 269	<input type="checkbox"/> 279	<input type="checkbox"/> 289
Sales Representative	<input type="checkbox"/> 180	<input type="checkbox"/> 190	<input type="checkbox"/> 200	<input type="checkbox"/> 210	<input type="checkbox"/> 220	<input type="checkbox"/> 230	<input type="checkbox"/> 240	<input type="checkbox"/> 250	<input type="checkbox"/> 260	<input type="checkbox"/> 270	<input type="checkbox"/> 280	<input type="checkbox"/> 290
Fitness Center Personnel/Instructor	<input type="checkbox"/> 181	<input type="checkbox"/> 191	<input type="checkbox"/> 201	<input type="checkbox"/> 211	<input type="checkbox"/> 221	<input type="checkbox"/> 231	<input type="checkbox"/> 241	<input type="checkbox"/> 251	<input type="checkbox"/> 261	<input type="checkbox"/> 271	<input type="checkbox"/> 281	<input type="checkbox"/> 291
Tennis Instructor	<input type="checkbox"/> 182	<input type="checkbox"/> 192	<input type="checkbox"/> 202	<input type="checkbox"/> 212	<input type="checkbox"/> 222	<input type="checkbox"/> 232	<input type="checkbox"/> 242	<input type="checkbox"/> 252	<input type="checkbox"/> 262	<input type="checkbox"/> 272	<input type="checkbox"/> 282	<input type="checkbox"/> 292
Group Exercise Instructor	<input type="checkbox"/> 183	<input type="checkbox"/> 193	<input type="checkbox"/> 203	<input type="checkbox"/> 213	<input type="checkbox"/> 223	<input type="checkbox"/> 233	<input type="checkbox"/> 243	<input type="checkbox"/> 253	<input type="checkbox"/> 263	<input type="checkbox"/> 273	<input type="checkbox"/> 283	<input type="checkbox"/> 293
Pilates Instructor	<input type="checkbox"/> 184	<input type="checkbox"/> 194	<input type="checkbox"/> 204	<input type="checkbox"/> 214	<input type="checkbox"/> 224	<input type="checkbox"/> 234	<input type="checkbox"/> 244	<input type="checkbox"/> 254	<input type="checkbox"/> 264	<input type="checkbox"/> 274	<input type="checkbox"/> 284	<input type="checkbox"/> 294
Yoga Instructor	<input type="checkbox"/> 185	<input type="checkbox"/> 195	<input type="checkbox"/> 205	<input type="checkbox"/> 215	<input type="checkbox"/> 225	<input type="checkbox"/> 235	<input type="checkbox"/> 245	<input type="checkbox"/> 255	<input type="checkbox"/> 265	<input type="checkbox"/> 275	<input type="checkbox"/> 285	<input type="checkbox"/> 295
Group Cycling Instructor	<input type="checkbox"/> 732	<input type="checkbox"/> 733	<input type="checkbox"/> 734	<input type="checkbox"/> 735	<input type="checkbox"/> 736	<input type="checkbox"/> 737	<input type="checkbox"/> 738	<input type="checkbox"/> 739	<input type="checkbox"/> 740	<input type="checkbox"/> 741	<input type="checkbox"/> 742	<input type="checkbox"/> 743
Martial Arts Instructor	<input type="checkbox"/> 744	<input type="checkbox"/> 745	<input type="checkbox"/> 746	<input type="checkbox"/> 747	<input type="checkbox"/> 748	<input type="checkbox"/> 749	<input type="checkbox"/> 750	<input type="checkbox"/> 751	<input type="checkbox"/> 752	<input type="checkbox"/> 753	<input type="checkbox"/> 754	<input type="checkbox"/> 755
Barre Instructor	<input type="checkbox"/> 756	<input type="checkbox"/> 757	<input type="checkbox"/> 758	<input type="checkbox"/> 759	<input type="checkbox"/> 760	<input type="checkbox"/> 761	<input type="checkbox"/> 762	<input type="checkbox"/> 763	<input type="checkbox"/> 764	<input type="checkbox"/> 765	<input type="checkbox"/> 766	<input type="checkbox"/> 767
Health & Wellness Coach	<input type="checkbox"/> 768	<input type="checkbox"/> 769	<input type="checkbox"/> 770	<input type="checkbox"/> 771	<input type="checkbox"/> 772	<input type="checkbox"/> 773	<input type="checkbox"/> 774	<input type="checkbox"/> 775	<input type="checkbox"/> 776	<input type="checkbox"/> 777	<input type="checkbox"/> 778	<input type="checkbox"/> 779
Stretch/Flexibility Instructor	<input type="checkbox"/> 1123	<input type="checkbox"/> 1124	<input type="checkbox"/> 1125	<input type="checkbox"/> 1126	<input type="checkbox"/> 1127	<input type="checkbox"/> 1128	<input type="checkbox"/> 1129	<input type="checkbox"/> 1130	<input type="checkbox"/> 1131	<input type="checkbox"/> 1132	<input type="checkbox"/> 1133	<input type="checkbox"/> 1134
Massage Therapist	<input type="checkbox"/> 1135	<input type="checkbox"/> 1136	<input type="checkbox"/> 1137	<input type="checkbox"/> 1138	<input type="checkbox"/> 1139	<input type="checkbox"/> 1140	<input type="checkbox"/> 1141	<input type="checkbox"/> 1142	<input type="checkbox"/> 1143	<input type="checkbox"/> 1144	<input type="checkbox"/> 1145	<input type="checkbox"/> 1146
Physical Therapist	<input type="checkbox"/> 1147	<input type="checkbox"/> 1148	<input type="checkbox"/> 1149	<input type="checkbox"/> 1150	<input type="checkbox"/> 1151	<input type="checkbox"/> 1152	<input type="checkbox"/> 1153	<input type="checkbox"/> 1154	<input type="checkbox"/> 1155	<input type="checkbox"/> 1156	<input type="checkbox"/> 1157	<input type="checkbox"/> 1158
Pickleball Instructor	<input type="checkbox"/> 1159	<input type="checkbox"/> 1160	<input type="checkbox"/> 1161	<input type="checkbox"/> 1162	<input type="checkbox"/> 1163	<input type="checkbox"/> 1164	<input type="checkbox"/> 1165	<input type="checkbox"/> 1166	<input type="checkbox"/> 1167	<input type="checkbox"/> 1168	<input type="checkbox"/> 1169	<input type="checkbox"/> 1170

HOURLY CLUB-LEVEL EMPLOYEE CERTIFICATION (Check all required)									
	AAPTE Academy of Applied Personal Training Education	Cooper Institute	IFPA International Fitness Professionals Association	ISSA International Sports Sciences Association	NCSF National Council of Strength and Fitness	NESTA National Exercise and Sports Trainers Association	NETA National Exercise Trainers Association	NFPT National Federation of Personal Trainers	
Personal Trainer	<input type="checkbox"/> 402	<input type="checkbox"/> 412	<input type="checkbox"/> 422	<input type="checkbox"/> 432	<input type="checkbox"/> 442	<input type="checkbox"/> 452	<input type="checkbox"/> 462	<input type="checkbox"/> 472	
Nutrition Coach	<input type="checkbox"/> 531	<input type="checkbox"/> 532	<input type="checkbox"/> 533	<input type="checkbox"/> 534	<input type="checkbox"/> 535	<input type="checkbox"/> 536	<input type="checkbox"/> 537	<input type="checkbox"/> 538	
Specialty Personal Trainer (for special populations and/or competitive athletes)	<input type="checkbox"/> 404	<input type="checkbox"/> 414	<input type="checkbox"/> 424	<input type="checkbox"/> 434	<input type="checkbox"/> 444	<input type="checkbox"/> 454	<input type="checkbox"/> 464	<input type="checkbox"/> 474	
Sales Representative	<input type="checkbox"/> 405	<input type="checkbox"/> 415	<input type="checkbox"/> 425	<input type="checkbox"/> 435	<input type="checkbox"/> 445	<input type="checkbox"/> 455	<input type="checkbox"/> 465	<input type="checkbox"/> 475	
Fitness Center Personnel/Instructor	<input type="checkbox"/> 406	<input type="checkbox"/> 416	<input type="checkbox"/> 426	<input type="checkbox"/> 436	<input type="checkbox"/> 446	<input type="checkbox"/> 456	<input type="checkbox"/> 466	<input type="checkbox"/> 476	
Tennis Instructor	<input type="checkbox"/> 407	<input type="checkbox"/> 417	<input type="checkbox"/> 427	<input type="checkbox"/> 437	<input type="checkbox"/> 447	<input type="checkbox"/> 457	<input type="checkbox"/> 467	<input type="checkbox"/> 477	
Group Exercise Instructor	<input type="checkbox"/> 408	<input type="checkbox"/> 418	<input type="checkbox"/> 428	<input type="checkbox"/> 438	<input type="checkbox"/> 448	<input type="checkbox"/> 458	<input type="checkbox"/> 468	<input type="checkbox"/> 478	
Pilates Instructor	<input type="checkbox"/> 409	<input type="checkbox"/> 419	<input type="checkbox"/> 429	<input type="checkbox"/> 439	<input type="checkbox"/> 449	<input type="checkbox"/> 459	<input type="checkbox"/> 469	<input type="checkbox"/> 479	
Yoga Instructor	<input type="checkbox"/> 410	<input type="checkbox"/> 420	<input type="checkbox"/> 430	<input type="checkbox"/> 440	<input type="checkbox"/> 450	<input type="checkbox"/> 460	<input type="checkbox"/> 470	<input type="checkbox"/> 480	
Group Cycling Instructor	<input type="checkbox"/> 780	<input type="checkbox"/> 781	<input type="checkbox"/> 782	<input type="checkbox"/> 783	<input type="checkbox"/> 784	<input type="checkbox"/> 785	<input type="checkbox"/> 786	<input type="checkbox"/> 787	
Martial Arts Instructor	<input type="checkbox"/> 788	<input type="checkbox"/> 789	<input type="checkbox"/> 790	<input type="checkbox"/> 791	<input type="checkbox"/> 792	<input type="checkbox"/> 793	<input type="checkbox"/> 794	<input type="checkbox"/> 795	
Barre Instructor	<input type="checkbox"/> 501	<input type="checkbox"/> 502	<input type="checkbox"/> 503	<input type="checkbox"/> 504	<input type="checkbox"/> 505	<input type="checkbox"/> 506	<input type="checkbox"/> 507	<input type="checkbox"/> 508	
Health & Wellness Coach	<input type="checkbox"/> 509	<input type="checkbox"/> 510	<input type="checkbox"/> 511	<input type="checkbox"/> 512	<input type="checkbox"/> 513	<input type="checkbox"/> 514	<input type="checkbox"/> 515	<input type="checkbox"/> 516	

Stretch/Flexibility Instructor	<input type="checkbox"/> 1171	<input type="checkbox"/> 1172	<input type="checkbox"/> 1173	<input type="checkbox"/> 1174	<input type="checkbox"/> 1175	<input type="checkbox"/> 1176	<input type="checkbox"/> 1177	<input type="checkbox"/> 1178
Massage Therapist	<input type="checkbox"/> 1179	<input type="checkbox"/> 1180	<input type="checkbox"/> 1181	<input type="checkbox"/> 1182	<input type="checkbox"/> 1183	<input type="checkbox"/> 1184	<input type="checkbox"/> 1185	<input type="checkbox"/> 1186
Physical Therapist	<input type="checkbox"/> 1187	<input type="checkbox"/> 1188	<input type="checkbox"/> 1189	<input type="checkbox"/> 1190	<input type="checkbox"/> 1191	<input type="checkbox"/> 1192	<input type="checkbox"/> 1193	<input type="checkbox"/> 1194
Pickleball Instructor	<input type="checkbox"/> 1195	<input type="checkbox"/> 1196	<input type="checkbox"/> 1197	<input type="checkbox"/> 1198	<input type="checkbox"/> 1199	<input type="checkbox"/> 1200	<input type="checkbox"/> 1201	<input type="checkbox"/> 1202

SALES STAFF

1. What is the basis of compensation for your Sales Staff?
 296-1 Percent of revenues generated; what is the percentage? _____% 297
 2 Set fee or commission per account/membership sold? What is the amount per account/membership sold? \$ _____ 298
 3 Percent of (specify) _____ 296Other; what is the percentage? _____% 299
 4 Combination of percent and set fee (specify) _____ 300Other

2. Does your company set a quota that must be surpassed before commissions are earned for Sales Staff? 301 Yes No

3. Which of the following best describes your current sales pay structure?
 1011-1 Piece rate per membership/package sold
 -2 Commission-based (percentage of sale)
 -3 Base Salary + commission/bonus
 -4 Other (please specify) _____

4. What is the average total annual earnings for a new vs. experienced salesperson?
 New: \$ _____ 1012 Experienced: \$ _____ 1013

5. Do you provide merit increases?
 1014 Yes No
 If "yes," what was the average merit increase in the past year? _____% 1015

PERSONAL TRAINING

1. What is the basis of compensation for your personal trainers?
 302-1 Percent of revenues generated; what is the percentage? _____% 303
 2 Set fee per session? What is the fee \$ _____ 304
 3 Percent of (specify) _____ 305Other; what is the percentage? _____% 305
 4 Combination of percent and set fee (specify) _____ 306Other

2. Does your company set a quota that must be surpassed before commissions are earned for personal trainers?
 307 Yes No

3. Is the average hourly in-session pay for personal trainers different for a private training session vs. a small group training session?
 555 Yes If yes, please indicate the average hourly in-session rate for: Private (one client) \$ _____ 556
 Small group (more than one client) \$ _____ 557
 No

Employee Benefits Offered

	Salaried Employees			Hourly Employees		
	Is Fully Paid By Company	Is Partially Paid By Company	Is Not Provided	Is Fully Paid By Company	Is Partially Paid By Company	Is Not Provided
Medical Insurance--Employee	308 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	317 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical Insurance--Dependents	309 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	318 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance	310 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	319 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental Insurance	311 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	320 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision Insurance	797 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	798 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid Parental Leave	312 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	321 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational Assistance Program (EAP)	313 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	322 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Reimbursement	1016 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1017 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Discounts	314 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	323 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domestic Partner Insurance Coverage	315 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	324 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Section 125 Plan (Flexible Savings Account)	316 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	325 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability Insurance	900 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	901 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Health Insurance Practices

1. If your company provides a healthcare plan, please indicate what type(s). (Check all that apply)

326 Traditional Indemnity (e.g., Blue Cross type) 327 HMO 328 Point of Services (POS) 329 Self Insured
 330 PPO 331 HSA 332 Other _____

2a. Total healthcare costs as a percent of total compensation for salary club-level employees: _____ % 333

2b. Total healthcare costs as a percent of total compensation for hourly club-level employees: _____ % 334

3. Your company's expected percentage increase for healthcare costs in 2026 over 2025 for hourly club-level employees: _____ % 335

4. Please indicate the percentage of the healthcare premiums that are paid by the company versus employee:

	Salary Club-Level Employees		Hourly Club-Level Employees	
	Employee Coverage Only	Family Coverage	Employee Coverage Only	Family Coverage
Company pays	_____ % 336	_____ % 338	_____ % 340	_____ % 342
Employee pays	_____ % 337	_____ % 339	_____ % 341	_____ % 343
Total	100%	100%	100%	100%

Retirement Plans

1a. Does your company offer a retirement plan? 344 Yes No

1b. If "yes," what types: (Check all that apply)

345 Defined Benefit Plan 347 Profit-sharing plan 349 SIMPLE 401(k)
 346 401(k) plan 348 SEP IRA 350 Other _____

401(k) Plans

2a. Does your company match employee contributions? 351 Yes No

2b. If "yes," what are the terms for matching? (Check only one)

352-1 100% match, maximum % of employee pay matched (e.g., 100% match up to 3% of pay) _____ % 353
 2 50% match, maximum % of employee pay matched (e.g., 50% match up to 3% of pay) _____ % 354
 3 Other matching terms _____

Total Leave Days

1. Number of Days of Paid Leave Per Year (Vacation, sick, holidays and other) (Indicate "0" if none-do not leave blank)	Salaried Employees		Hourly Employees	
Less than 1 year on Job	355	Days	361	Days
1 Year	356	Days	362	Days
2-5 Years	357	Days	363	Days
6-10 Years	358	Days	364	Days
Over 10 Years	359	Days	365	Days
Number of Paid Holidays Per Year	360	Days	366	Days

2. Can sick days accrue and carry over to the next year? 367 Yes No

3. Do employees receive compensation for unused sick days? 368 Yes No

Recruiting and Retention

1.	Average time to fill executive/senior management position (in days)	#	371	
2.	Average time to fill management position (in days)	#	372	
3.	Average time to fill non-management position (in days)	#	373	
4.	Where has your company had the most success recruiting new employees? (Check only one)			
374-1	<input type="checkbox"/> College/University	5 <input type="checkbox"/> Employee Referrals	9 <input type="checkbox"/> Industry Referrals	
2	<input type="checkbox"/> Recruiter or Headhunter	6 <input type="checkbox"/> Social Media	10 <input type="checkbox"/> Job Boards	
3	<input type="checkbox"/> Company Website	7 <input type="checkbox"/> Job Fairs	11 <input type="checkbox"/> Other _____	
4	<input type="checkbox"/> Job Search Engine (e.g., Indeed, Glassdoor)	8 <input type="checkbox"/> Industry Events		
5.	What pre-employment screening tools does your company use to evaluate candidates?			
	Always	Sometimes	Never	
	Reference check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 375
	Employment verification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 376
	Social media check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 377
	Background check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 378
	Credit check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 379
	Fingerprinting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 380
	Drug testing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 381
	Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> 382
6.	What benefits/compensation is your company using to attract employees? (Check all that apply)			
383	<input type="checkbox"/> Higher than market average salary	388 <input type="checkbox"/> Additional medical benefits		
384	<input type="checkbox"/> Signing bonus; If so, what is the average percentage of the base salary? _____% 387	389 <input type="checkbox"/> Additional vacation		
385	<input type="checkbox"/> Incentive compensation	390 <input type="checkbox"/> Stock option/Company ownership		
386	<input type="checkbox"/> Flexible or remote work arrangements	391 <input type="checkbox"/> Other _____		
7.	What new benefits/compensation is your company using to retain employees? (Check all that apply)			
392	<input type="checkbox"/> Unscheduled salary adjustment	395 <input type="checkbox"/> Incentive compensation	398 <input type="checkbox"/> Additional vacation	
393	<input type="checkbox"/> One-time bonus	396 <input type="checkbox"/> Flexible work schedule	399 <input type="checkbox"/> Stock option/Company ownership	
394	<input type="checkbox"/> Referral bonus	397 <input type="checkbox"/> Additional medical benefits	550 <input type="checkbox"/> Other _____	
8.	Average annual turnover rate for all health club employees (expressed as a percentage) <i>(Average number of all terminated/previous employees for the year and divide by the average number of all employees for the year)</i>		% 551	
9a.	Average annual turnover rate for executive/senior management level staff (expressed as a percentage)		% 552	
9b.	Average annual turnover rate for salaried club-level staff (expressed as a percentage)		% 553	
10.	Average annual turnover rate for hourly club-level staff (expressed as a percentage)		% 554	
11.	What percentage of corporate headquarter employees work primarily remote or on a hybrid schedule?			
	Primarily remote _____% 1210	Hybrid schedule _____% 1211		
12.	Does your company have a formal remote or hybrid work policy that outlines the specifics (e.g., fully remote allowed for certain employees, hybrid schedule with x-number of days from home, specific in-office days, etc.)? 1212 Yes <input type="checkbox"/> No <input type="checkbox"/>			

Position Descriptions

SENIOR MANAGEMENT/CORPORATE STAFF

Chief Executive Officer:	The top paid administrative and executive officer of the company; responsible for overall administration and operation of headquarters and associated clubs.
Chief Operating Officer:	Effectively the number two person at the company; the right-hand person to the CEO who acts for the CEO in his/her absence; responsible for the daily operations of the company.
Chief Financial Officer:	Directs the financial affairs and strategies of the company; develops projections and growth plans based on club company financial performance.
Chief Technical Officer/ Chief Product Officer	Responsible for the company's technology strategy, systems, and digital platforms; oversees innovation, infrastructure, and technology solutions supporting headquarters and club operations.
Chief Marketing Officer:	Shapes brand strategy, marketing, and member acquisition initiatives; responsible for advertising, communications, and market positioning across headquarters and associated clubs.
General Counsel:	Top legal officer; provides legal guidance on corporate matters, compliance, contracts, and risk management for headquarters and associated clubs.
Regional Director:	Oversees cluster of clubs, typically in a specific geographical area; responsible for overall administration and performance of clubs under span of control.
Membership Sales Director/Chief Revenue Officer	Develops and upholds sales goals and activities for the company; monitors company-wide sales performance; works closely with regional directors in setting and measuring sales performance goals by club units.
Marketing Director:	Develops marketing activities for the company; identifies and targets markets for the company's products and services; oversees and monitors effectiveness of marketing initiatives companywide
Human Resources Director:	Administers Human Resource policies and activities of the company; oversees staffing and recruiting, employee relations, personnel development, compensation and benefits.
Fitness/Training Director:	Responsible for overseeing all fitness activities for the company, including the development of programs and events for group exercise and personal training as well as standards for related departments; monitors the effectiveness of fitness programs and departments companywide.
Development:	Directs activities supporting company-wide growth with a focus on identification of new revenue sources and expansion opportunities. This includes organic growth, mergers and acquisitions, product development, licensing, sponsorship, franchising, etc.
Accounting:	Prepares and maintains company's financial statements, records, and reports; responsible for classifying and interpreting the numerous events and their financial effects on the organization.

SALARIED CLUB LEVEL EMPLOYEES

General Manager:	Reports to regional director; responsible for achieving club objectives by developing a quality club environment; meeting membership sales and retention goals; and maintaining a service-oriented and knowledgeable staff.
Sales Manager:	Reports to General manager; responsible for meeting club membership sales goals; manages sales staff at club.
Marketing Manager:	Reports to General Manager; maintains marketing initiatives set by corporate headquarters; oversees in-house marketing programs of club to support member acquisition, retention and experience; manages email marketing and social media accounts in the absence of an email marketing/social media specialist
Fitness Manager/Director:	Reports to General Manager; responsible for group exercise and personal training departments; oversees both departments and leads the staff to provide a sustainable level of excellence in customer service; develops fitness programs and events on club-level consistent with company's mission; supports fitness training and group instruction standards.

Group Exercise Manager/Director:	Reports to Fitness Director; responsible for maintaining company's direction of group exercise programs by maintaining expert staff and quality controls; manages day-to-day operations of group fitness as well as scheduling of classes and instructors.
Personal Training Manager/Director:	Reports to Fitness Director; responsible for maintaining company's direction of personal training by hiring and training expert staff and implementing personal training initiatives such as small group training and workshops; manages scheduling of personal training and, if applicable, complimentary fitness orientations.
Tennis Director:	Reports to Athletics Program Director (in the absence of an Athletic Programs Director, typically reports to Fitness Director or General Manager); responsible for maintaining company's direction of tennis programs; manages long-term and day-to-day operations of tennis department, including management of tennis instructors and court schedule.
Assistant General Manager:	Reports to General Manager and/or Operations Manager; serves as the right-hand to the general manager; oversees club operations and department personnel in absence of general manager and/or operations manager.
Athletics Program Director:	Responsible for sports and athletics programs, including club-hosted tournaments; manages sports equipment & inventory.
Controller or Business Manager:	Reports to General Manager; oversees financial records, budget, and projections at the individual club level.
Operations Manager:	Reports to General Manager; oversees office and general administrative duties at the individual club level.
Front Desk Manager:	Typically reports to Operations Manager; oversees day-to-day front desk operations; responsible for successful operation of club's front desk; hires, trains, manages, and oversees the front desk staff; provides high quality customer and member service.
Aquatics Manager:	Reports to Athletics Program Director; Responsible for successful operation of the aquatics department; hires, trains, and manages aquatics staff to ensure members receive the highest level of customer service possible.
Maintenance/Facilities Manager:	Reports to Operations Manager or General Manager; Responsible for maintenance issues; inspects work of other maintenance personnel and perform maintenance themselves when needed
Housekeeping Manager:	Reports to Operations Manager or General Manager; responsible for facility cleaning and upkeep; inspects work of other housekeeping personnel and performs cleaning and basic maintenance tasks themselves when needed
Spa Manager/Director:	Reports to General Manager; responsible for upholding the direction of spa services; hires, trains, and maintains spa personnel such as massage therapists
Nutrition/Wellness Manager/Director:	Reports to General Manager or Fitness Director; oversees nutrition and wellness programs and professionals at club level; responsible for hiring, training, and managing nutrition and wellness professionals and coaches, if applicable
IT Director:	Reports to General Manager; responsible for club information systems/computer operations and serves as the technical resource for other employees and departments
Youth Fitness Manager:	Oversees youth fitness programs and events (for members ages 17 and younger)
Childcare Manager:	Responsible for day-to-day operations of childcare department; maintains a safe and secure childcare program
Membership Service Director:	Works closely with sales and marketing managers/directors to defines and develops strong membership retention programs; responsible for overseeing membership retention programs and customer service at the club level.
Restaurant/Café Manager:	Oversees daily operations of the club's dining/cafe facilities; manages staff, menus, inventory, and customer service.
HOURLY CLUB LEVEL EMPLOYEE	
Aquatics Instructor:	Instructs members in swimming techniques by instruction and coaching; encourages aquatics participation among members.

Personal Trainer:	Educates and consults membership by developing safe and effective exercise programs for new and existing clients; contributes to departmental revenue by growing and maintaining existing client base; works in accordance with fitness and club policies and procedures
Specialty Personal Trainer:	Performs personal trainer responsibilities; possesses additional training in a specialized area of expertise (i.e., pre/postnatal, sport-specific, special needs, etc.)
Sales Representative:	Supports membership sales and retention goals; responsible for meeting assigned sales goals.
Fitness Center Personnel:	Ensures that all new and existing members receive quality customer service by demonstrating equipment usage and maintaining a safe, well-organized exercise environment; assists other staff with day-to-day operations as needed.
Tennis Instructor:	Instructs members in tennis techniques by instruction and coaching; encourages tennis participation among members.
Stretch/Flexibility Instructor:	Leads classes and individual sessions focused on improving flexibility, mobility, and recovery.
Massage Therapist:	Provides therapeutic massage services to promote relaxation, recovery, and wellness.
Lifeguard:	Monitors pool activities to ensure member safety; enforces rules, responds to emergencies, and maintains a safe aquatic environment.
Physical Therapist:	Evaluates and treats members recovering from injury or managing physical limitations.
Pickleball Instructor:	Teaches pickleball skills and techniques to individuals or groups.
Other Spa/Salon Staff:	Includes non-massage therapist roles such as hair stylist, nail tech, barber, etc.
Group Exercise Instructor:	Teaches safe and effective group exercise classes in accordance with fitness and club policies and procedures; supports club's fitness department goals; maintains current group exercise instruction techniques and standards
Pilates Instructor:	Instructs members in Pilates by remaining current with related techniques and certifications along with overall fitness department's goals
Yoga Instructor:	Instructs members in Yoga by remaining current with related techniques and certifications along with overall fitness department's goals.
Martial Arts Instructor:	Instructs members in Martial Arts by remaining current with related techniques and certifications along with overall fitness department's goals
Group Cycling Instructor:	Instructs group cycling classes remains current with related techniques and certifications related to cycling; promotes overall fitness department's goals
Barre Instructor:	Instructs Barre classes; remains current with related techniques; promotes overall fitness department's goals
Dietitian:	Responsible for providing nutrition-counseling services to clients; remains current with registration and certification; follows staff and client policies and procedures
Health & Wellness Coach:	Responsible for providing health and wellness coaching services to clients; remains current with related techniques and certifications; follows staff and client policies and procedures
Front-Desk Personnel:	Provides customer and member service and maintains an organized front-desk
Bookkeeper:	Supports controller or business manager; responsible for club's financial record-keeping
Office Staff:	Supports the office manager and assists with office and administrative duties
Social Media Specialist:	Manages club's social media networks; coordinates updates consistent with company-wide mission and goals
Maintenance Personnel:	Responsible for maintaining and repairing equipment, building issues, pools, etc.

Housekeeping Personnel:	Responsible for cleaning and replacing fixtures within the building, and if applicable, for maintaining outdoor club grounds as well
Child Care Staff:	Supports child care manager; ensures a safe, secure and healthy childcare environment
Food & Beverage Staff:	Helps sell food and beverages; supports overall company goals and objectives
Pro-Shop/Retail Staff:	Helps run a successful retail shop; supports overall company goals and objectives
Summer Camp Staff:	Responsible for assisting with summer camp programs for children and youth