

The Brewers Association (BA) conducted a comprehensive survey of America's craft brewers to establish and share industry benchmarks and best practices. This survey was developed in response to BA member requests for hard data that they could use to measure their businesses and in turn make them more efficient and successful.

2012 survey questions were revised slightly from the 2010 edition; importantly, the 2012 survey now includes the BA salary survey as well. Results were compiled and aggregated by BA staff. The results provide a valuable set of tools specific to America's small and independent craft brewers.


This section contains the highlights of the 2012 survey and newly a sampling of the BA salary survey results. Remaining data and more detailed in-depth salary information will be available in the Members-Only section of BrewersAssociation.org.

Thank you to all who participated and may you find value in these results to help you grow with the industry. This is, indeed, an exciting time to be part of the craft beer community!

Sincerely,



Paul Gatz
Brewers Association



Kristi Switzer
Brewers Publications



Chris Swersey
Technical Brewing Projects Coordinator

Key

Anonymity	The Brewers Association places great value on the anonymity of survey respondents. Many survey questions were of a highly sensitive nature. Not all respondents chose to answer all questions. The answers to questions with very low participation rates are shown with less detail (for example, not broken down by region, or not organized by company size), or may be shown on a per barrel basis (based on 2011 reported production) in order to protect the identity of the companies that answered these questions. The answer u/r (“unreported”), indicates an answer that is not provided in order to protect the anonymity of survey respondents.
Bonus	For purposes of this survey, “Bonus” includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.
Brewery Production Employees	For purposes of this survey, these are Brewmaster/Head Brewers, Shift Brewers, Cellarmen, QA/QC/Sensory, Lab and R&D employees.
Brewpub	The Brewers Association defines a brewpub as follows: A restaurant-brewery that sells 25% or more of its company-owned production onsite. The beer is brewed primarily for sale in the restaurant and bar. The beer is often dispensed directly from the brewery’s storage tanks. Where allowed by law, brewpubs often sell beer “to go” and/or distribute to off site accounts.
Brewpub Sizes	Brewpubs were grouped based on their reported 2011 production figures in US Barrels. Groups were chosen in order to even out the number of responses within each size group. Many answers to survey questions are published on a per barrel basis, making identification of individual respondents impossible. Brewpubs with more than one location were given the option of answering questions in aggregate form, or based on average value per store values. Unless otherwise noted, survey answers are reported on a per store basis.
Full-Time Employee	For purposes of this survey, full-time employees are those working >30 hours per week or salaried. Full-time employee compensation reported as hourly wages was converted to a yearly figure by multiplying the reported hourly wage by 1,560 (52*30).
Max	The largest value among all responses
Mean	The “average” value of survey responses to a given question. The total of all responses given, divided by the number of responses
Median	The “middle” response. An equal number of larger and smaller values were given as responses
Min	The smallest value among all responses
Mode	The most common answer to a question
Non-Production, Sales and Marketing Employees	For purposes of this survey, these are Owners/Proprietors, Professional Services (Accounting, Legal, Engineering, other), Administrative, Sustainability, HR, PR, other, Marketing/Advertising/Sales Managers or Staff, Material Ordering/Order Fulfillment/Warehouse/Logistics/Maintenance/All Others
Part-Time Employee	For purposes of this survey, full-time employees are those working <30 hours per week or salaried. Part-time employee compensation reported as hourly wages was converted to a yearly figure by multiplying the reported hourly wage by 780 (52*15).
Production Brewery	A production brewery, contract brewing company or alternating proprietorship that is not a brewpub.
Production Brewery Sizes	Production breweries were grouped based on their reported 2011 total production figures in US Barrels. Group volume breaks were chosen in order to roughly even out the number of responses within each size group. The largest category of production breweries (with 2011 production >50,000 US Barrels) contained the smallest number of responses. In order to maintain the confidentiality of individual respondents, answers within this group are often published as an entire group, with less detail than other groups. Many answers to survey questions are published on a per barrel basis, making identification of individual respondents impossible. All production brewery respondents entered their information in aggregate form.
Respondents	The survey included US craft brewers as defined by the Brewers Association. Datasets that did not include 2011 production data were removed. 288 total datasets were included in the analysis.

Restaurant Employees For purposes of these survey, these are grouped as Chefs/Kitchen Managers (back-of-house), Wait Staff and Bar Managers (front-of-house), Cooks, Dishwashers, other (back-of-house), Wait Staff, Bar Staff, Bussers, Host-Greeters, other (front-of-house).

Salary/Hourly Wages For purposes of this survey, salary/hourly wages consists of base compensation paid to employees, not including bonus, profit sharing, commissions, tips, etc.

Regions For the purposes of this survey, states were assigned to generally accepted definitions of regions, with a few exceptions that allowed for more even numbers of responses among the regions. Regions are usually tabulated alphabetically.

Midwest Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

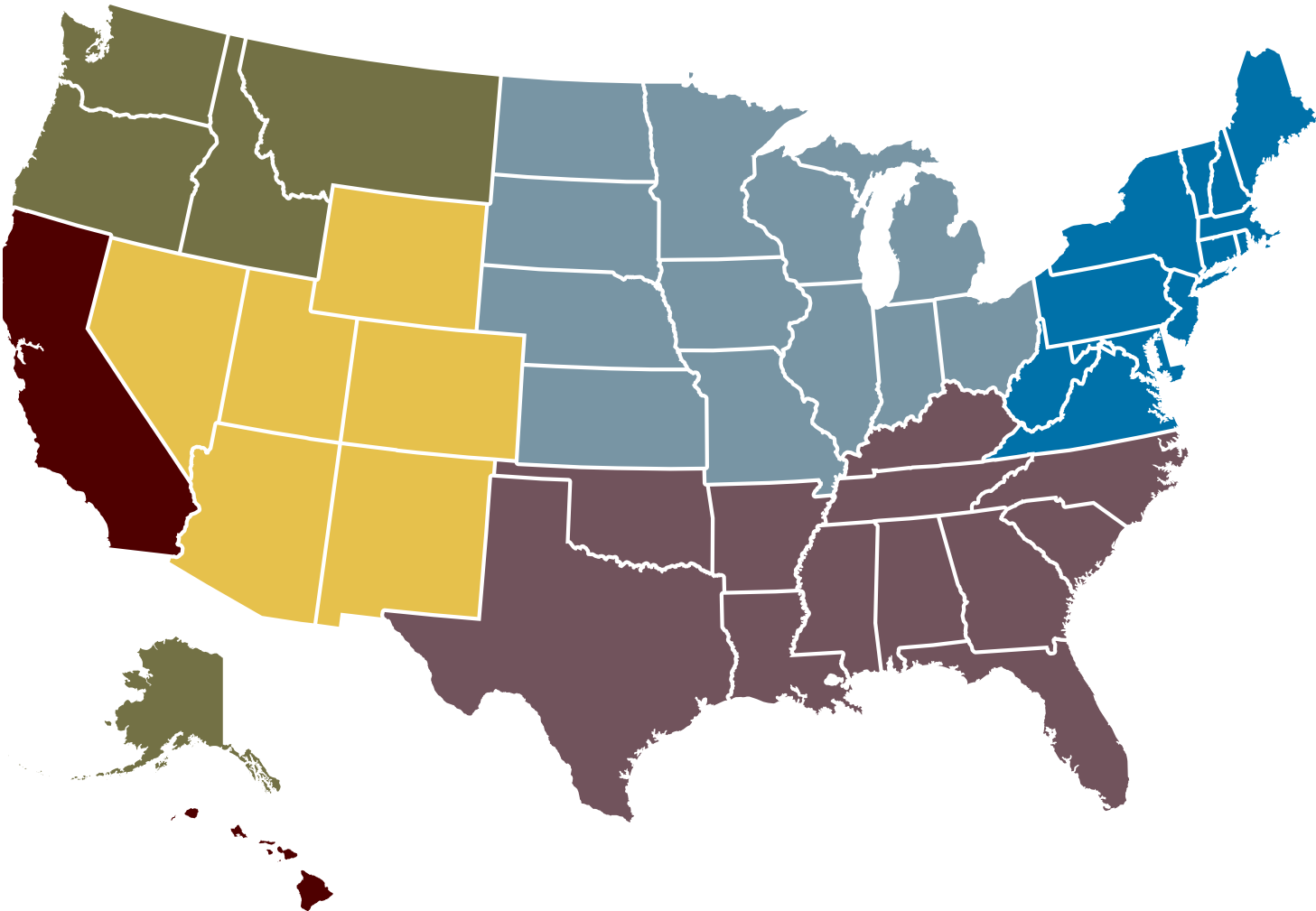
Mountain West Arizona, Colorado, Nevada, New Mexico, Utah, Wyoming

Northeast Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, Washington DC, West Virginia

Pacific California, Hawaii

Pacific NW Alaska, Idaho, Montana, Oregon, Washington

South Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas



RESTAURANT SALARY DATA: RESPONDENTS

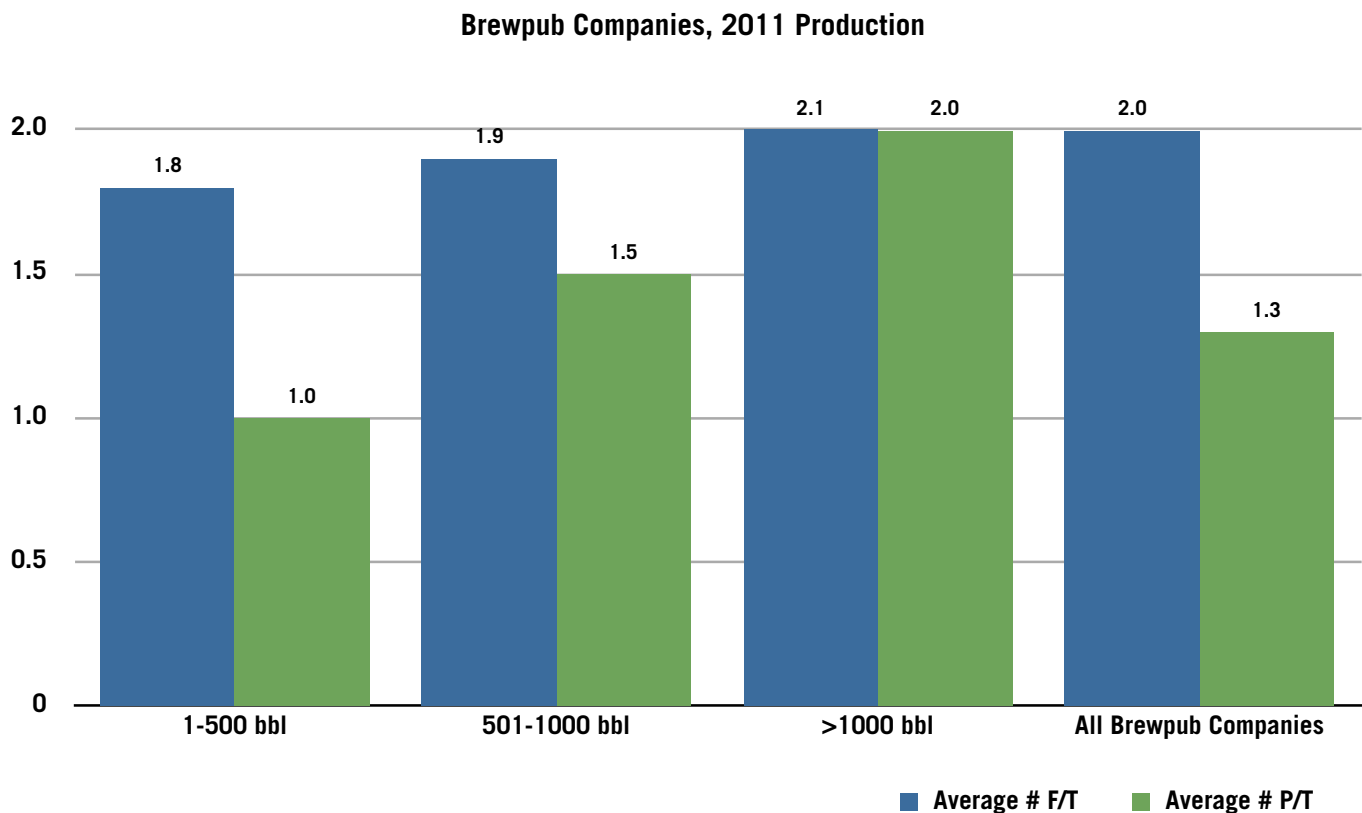
1. Respondents With Kitchen Managers

Brewpub Companies, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-500 bbl	17	71%	18%
501-1000 bbl	33	70%	6%
>1000 bbl	32	88%	3%
All Brewpub Companies	82	77%	7%

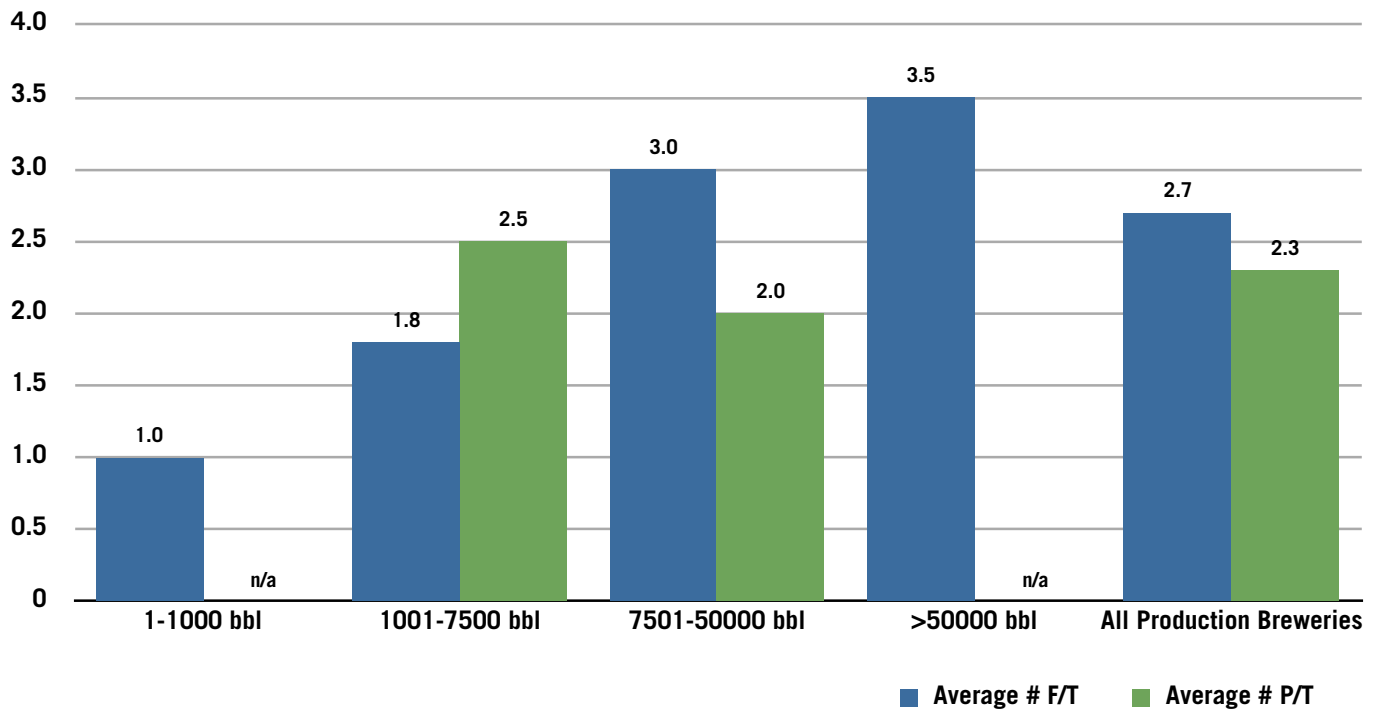
Production Breweries, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-1000 bbl	5	40%	0%
1001-7500 bbl	9	67%	22%
7501-50,000 bbl	16	75%	6%
>50,000 bbl	8	75%	0%
All Production Breweries	38	68%	8%

Notes: Only includes respondents who provided non-zero total number of kitchen employees.

2. Number of Kitchen Managers



Production Breweries, 2011 Production



3. Respondents With Chefs

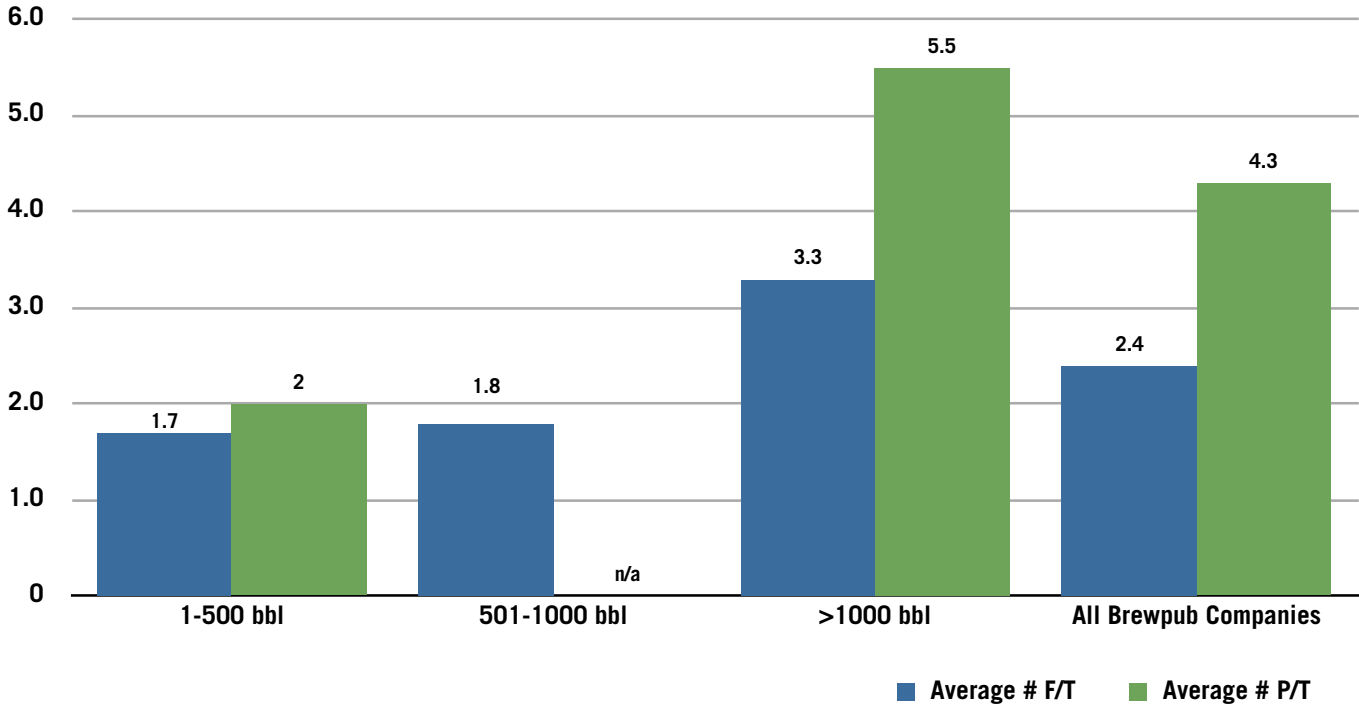
Brewpub Companies, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-500 bbl	17	53%	6%
501-1000 bbl	33	64%	0%
>1000 bbl	32	69%	6%
All Brewpub Companies	82	63%	4%

Production Breweries, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-1000 bbl	5	40%	0%
1001-7500 bbl	9	44%	0%
7501-50,000 bbl	16	63%	0%
>50,000 bbl	8	75%	13%
All Production Breweries	38	58%	3%

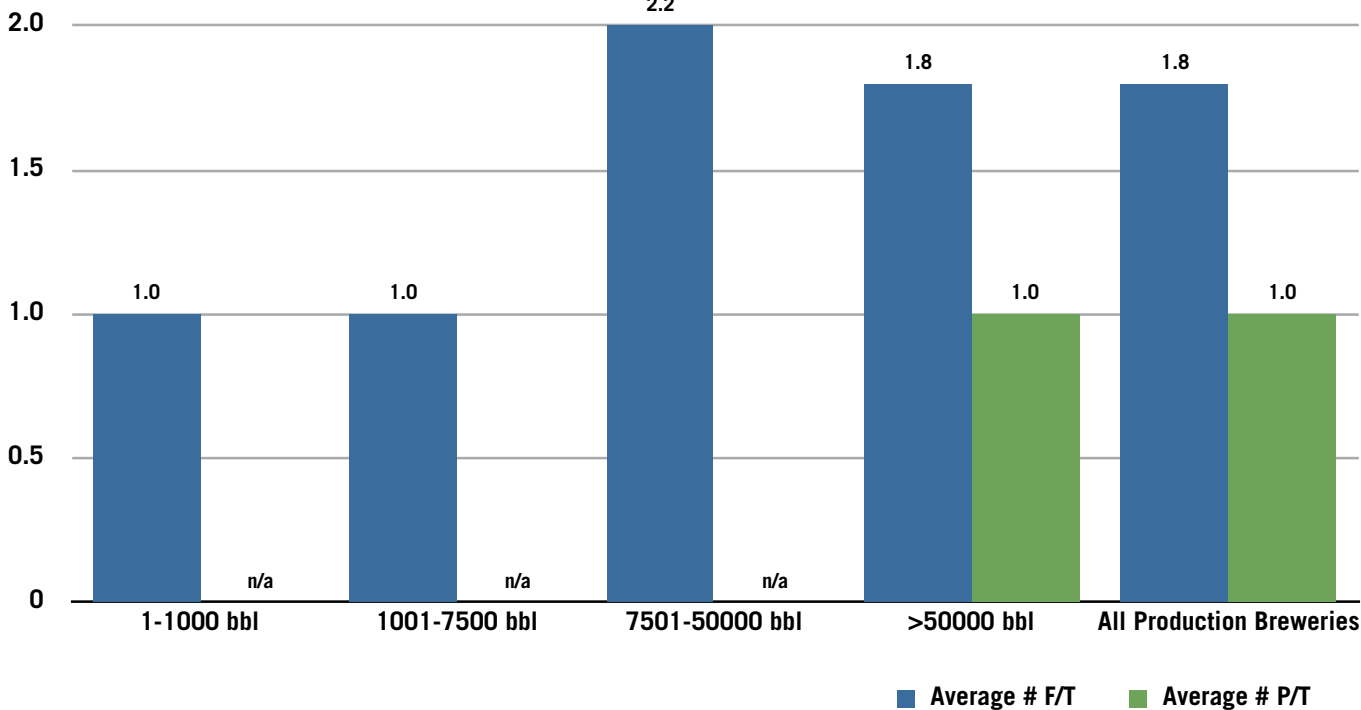
Notes: Only includes respondents who provided non-zero total number of kitchen employees.

4. Number of Chefs

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production



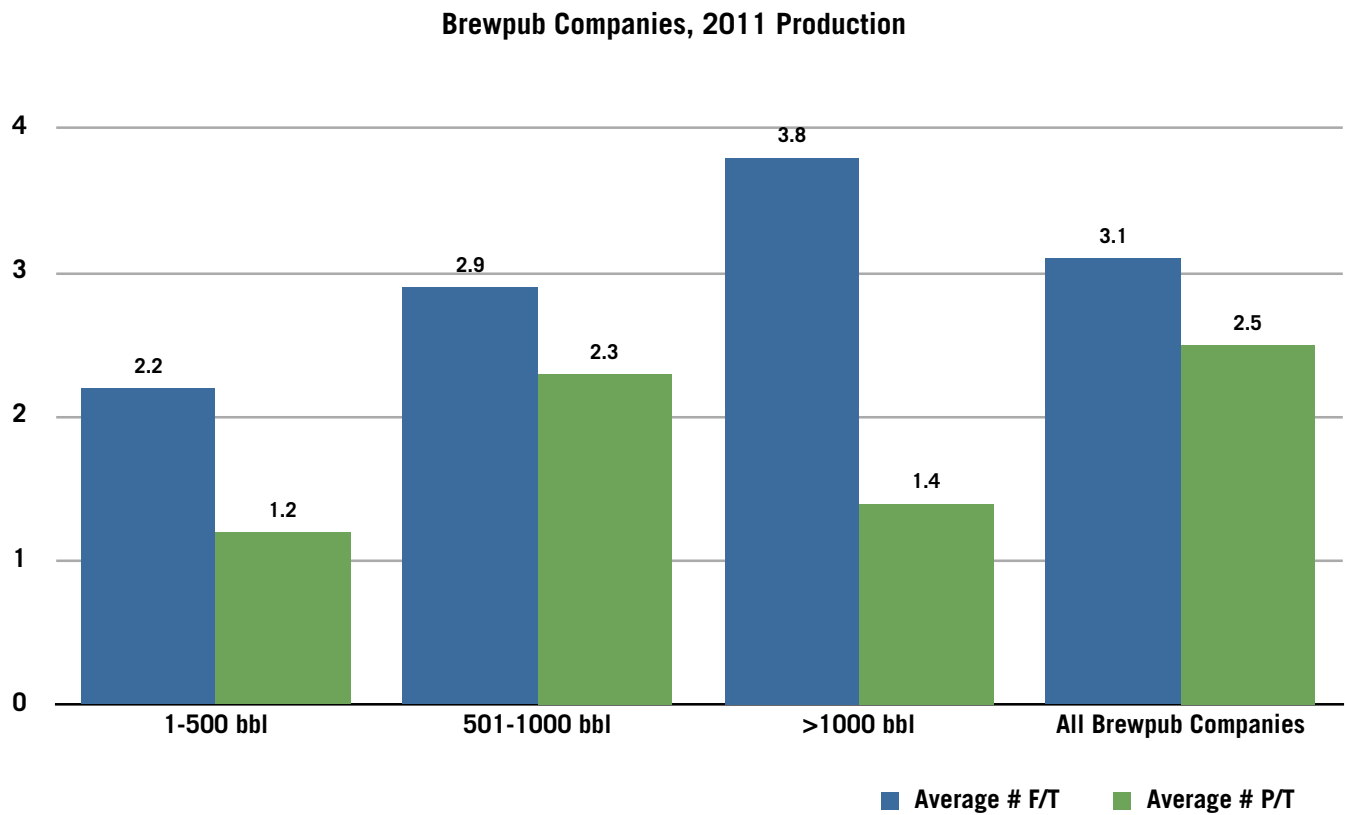
5. Respondents With Restaurant Managers

Brewpub Companies, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-500 bbl	19	63%	26%
501-1000 bbl	35	83%	29%
>1000 bbl	32	94%	16%
All Brewpub Companies	86	83%	23%

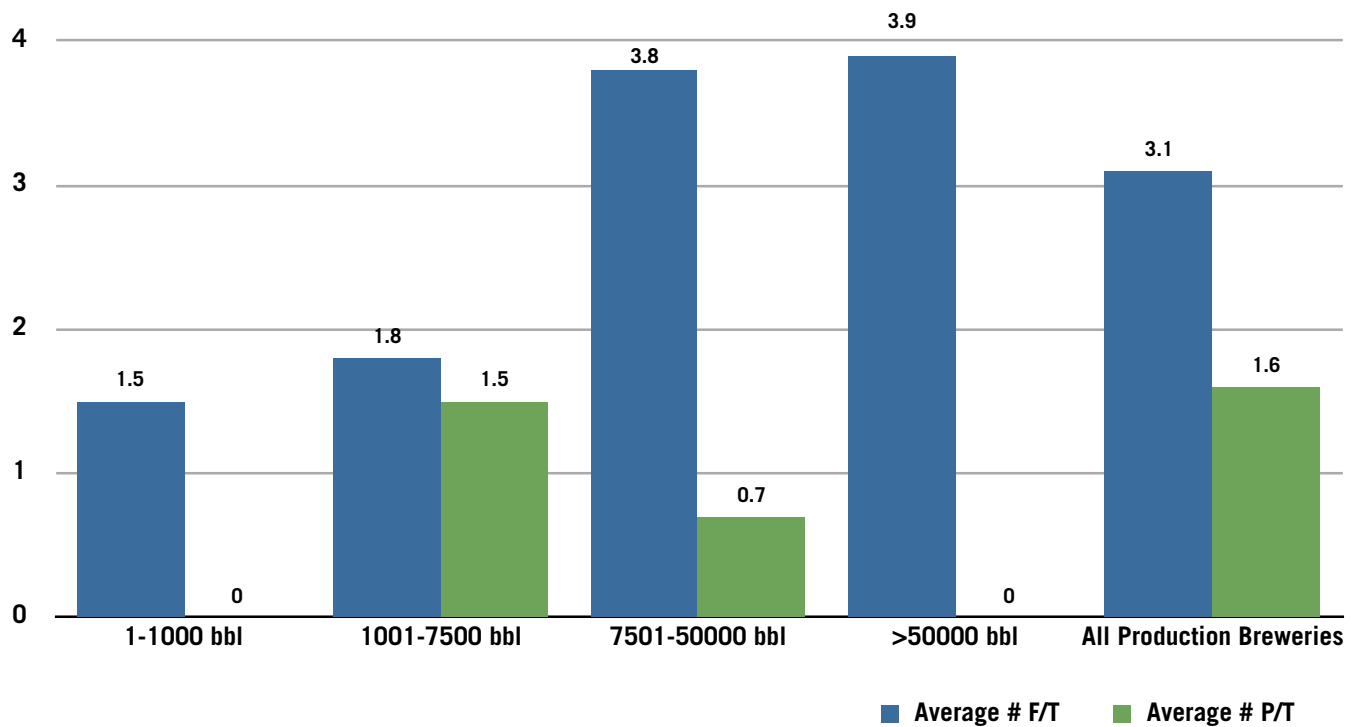
Production Breweries, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-1000 bbl	13	31%	0%
1001-7500 bbl	22	36%	9%
7501-50,000 bbl	22	77%	14%
>50,000 bbl	8	100%	0%
All Production Breweries	65	57%	8%

Notes: Only includes respondents who provided non-zero total number of kitchen employees.

6. Number of Restaurant Managers



Production Breweries, 2011 Production



7. Respondents With Bar Managers

Brewpub Companies, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-500 bbl	19	11%	0%
501-1000 bbl	35	49%	9%
>1000 bbl	32	41%	3%
All Brewpub Companies	86	37%	5%

Production Breweries, 2011 Production	TTL Respondents	% Respondents w/ F/T	% Respondents w/ P/T
1-1000 bbl	13	54%	15%
1001-7500 bbl	22	50%	23%
7501-50,000 bbl	22	45%	0%
>50,000 bbl	8	50%	0%
All Production Breweries	65	49%	11%

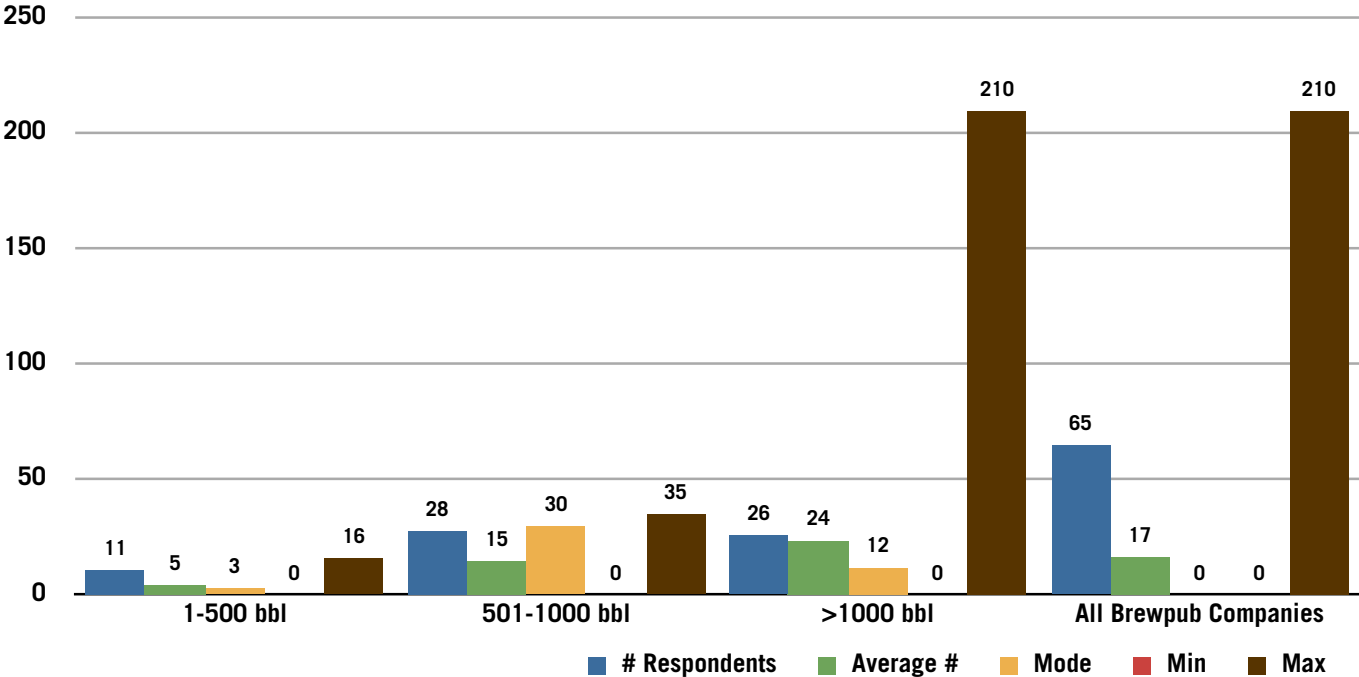
Notes: Only includes respondents who provided non-zero total number of bar employees.

RESTAURANT SALARY DATA: WAITSTAFF, BARTENDERS, BAR BACKS, COCKTAILERS, BUSSERS AND GREETERS/HOST(ESSES)

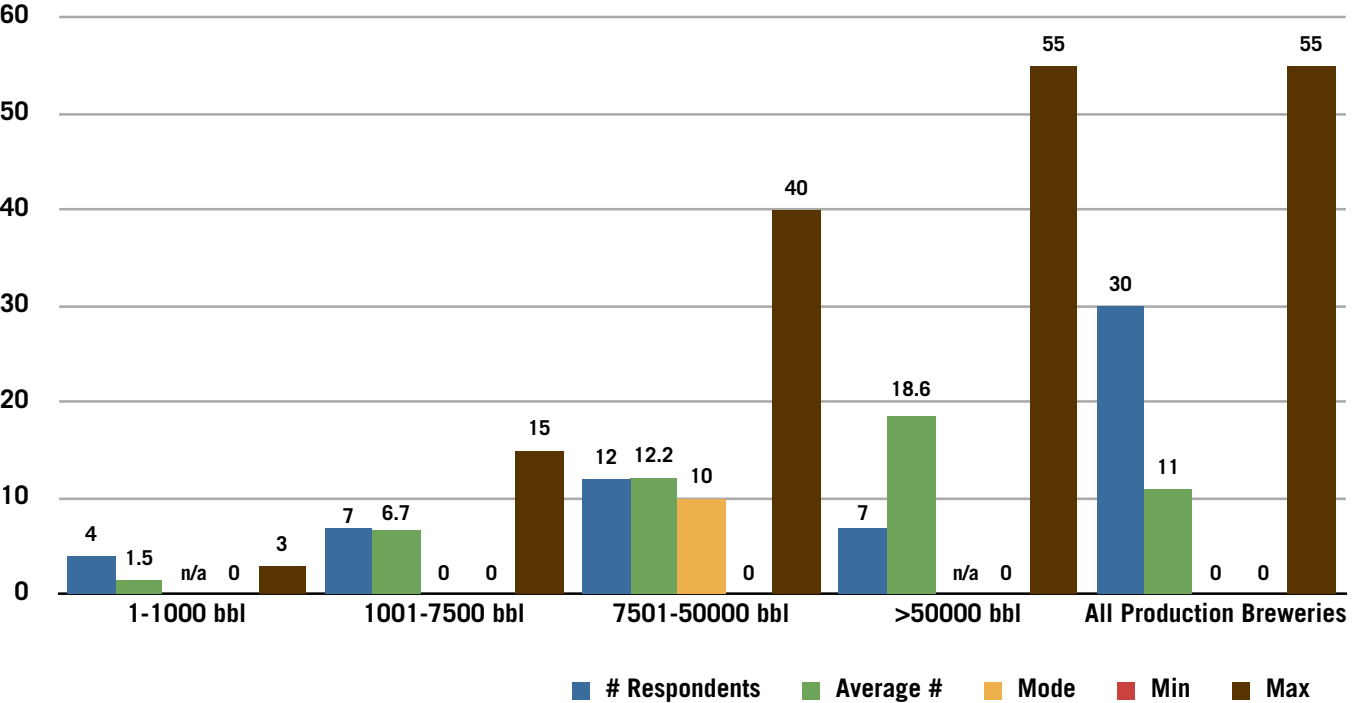
Notes: Other restaurant employee types included Cleaning/maintenance(3), expediter/runners(2), door man/bouncer(2), merchandise counter salesperson, assistant managers, tasting room employees responsible for all duties

8. F/T Wait Staff

Brewpub Companies, 2011 Production

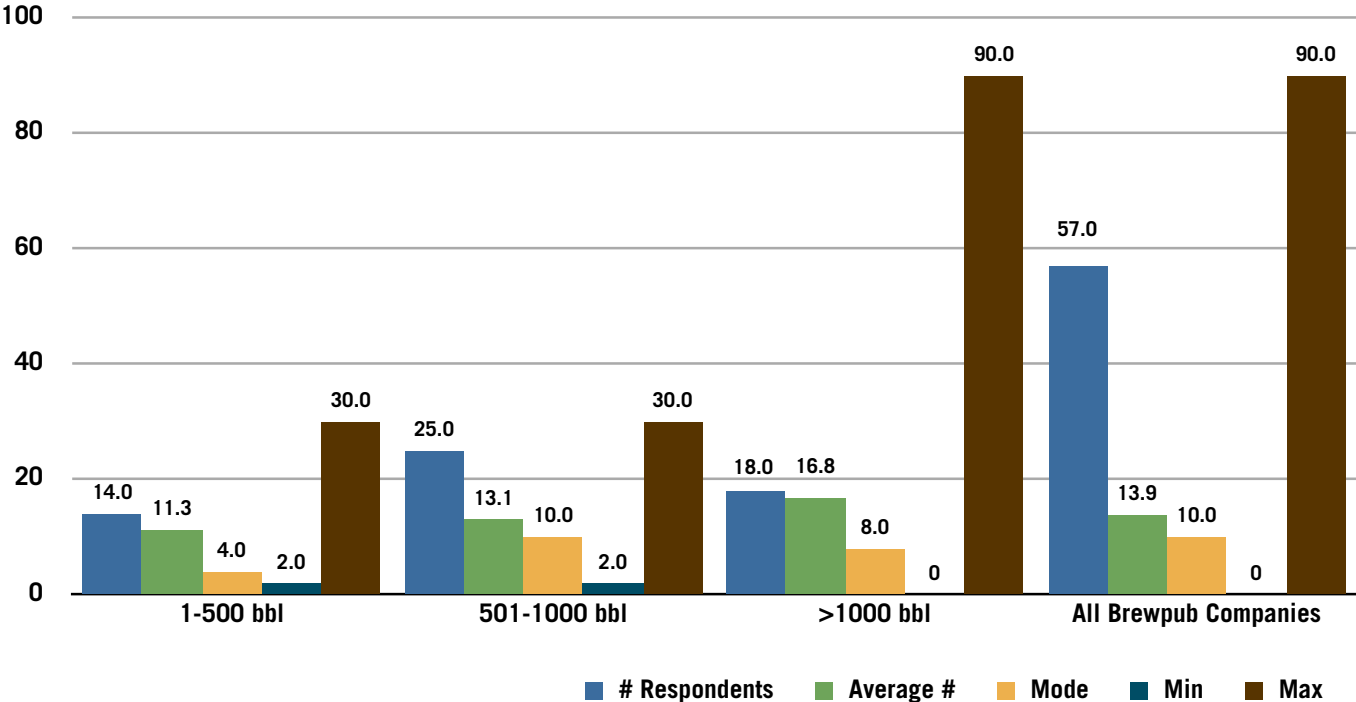


Production Breweries, 2011 Production

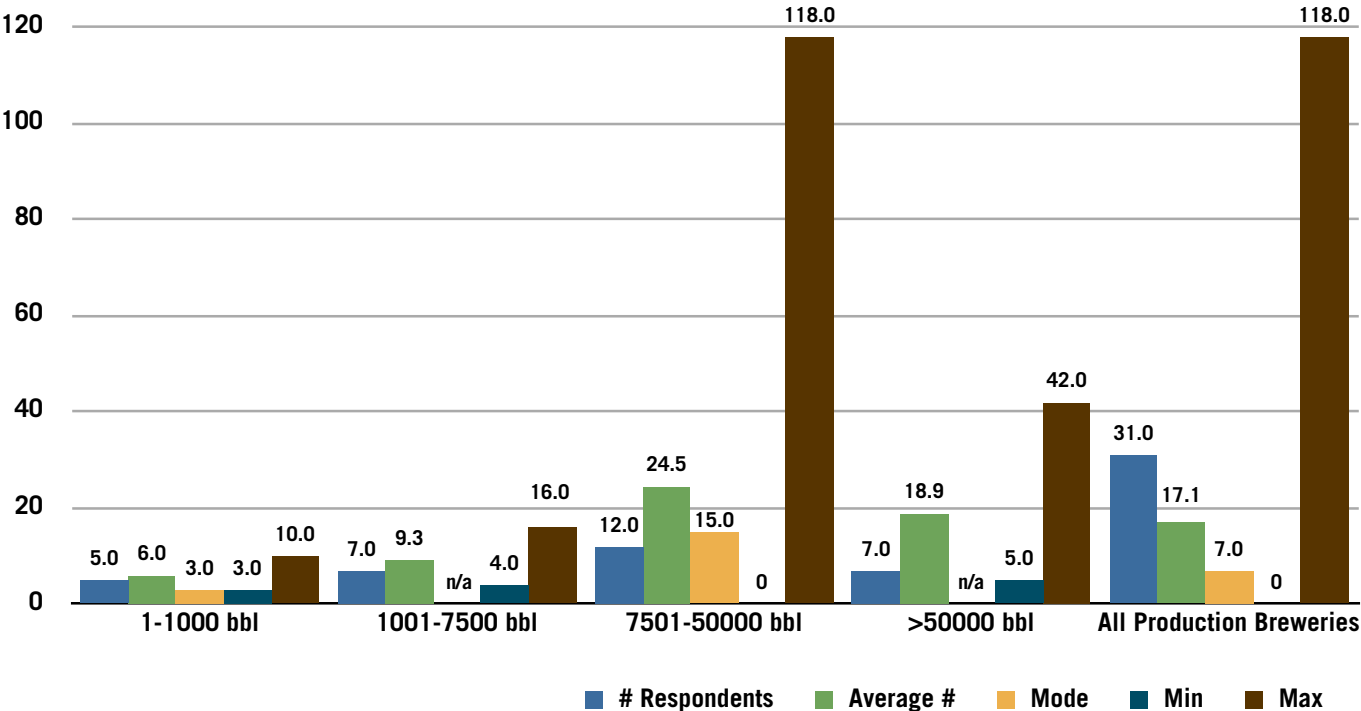


9. P/T Wait Staff

Brewpub Companies, 2011 Production

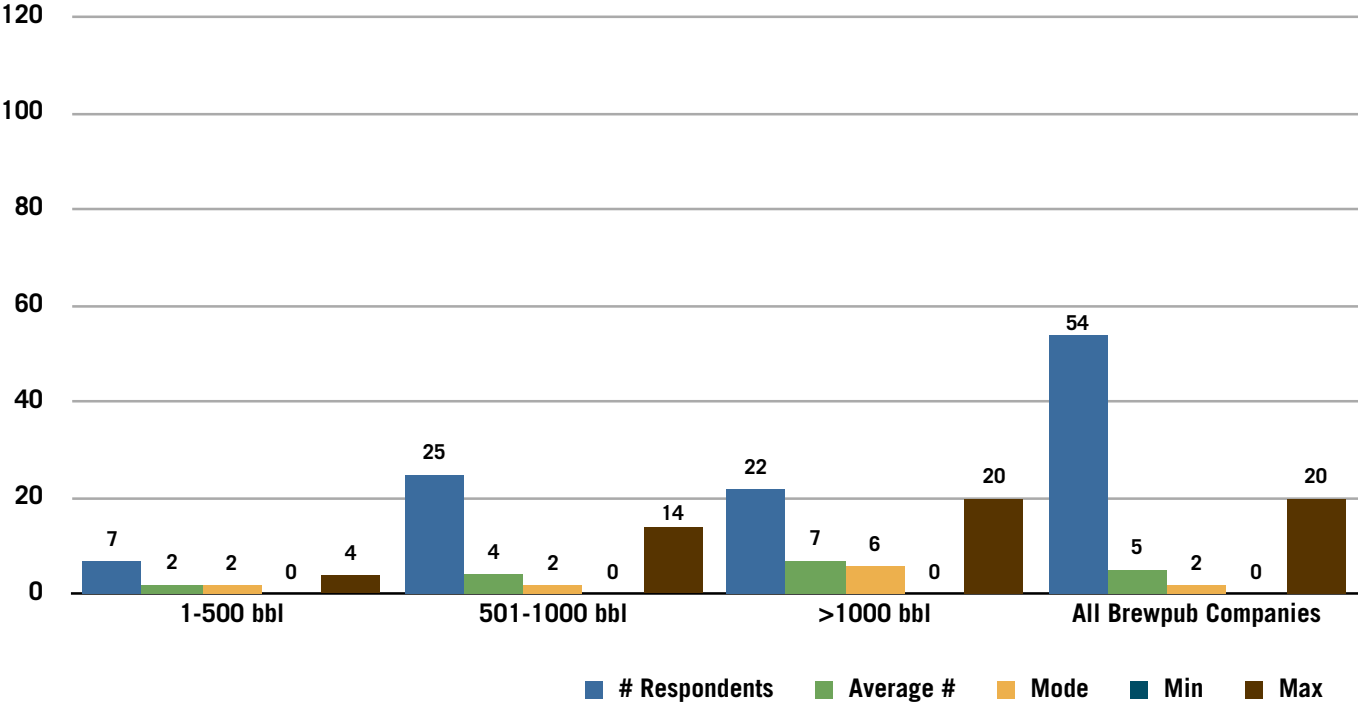


Production Breweries, 2011 Production

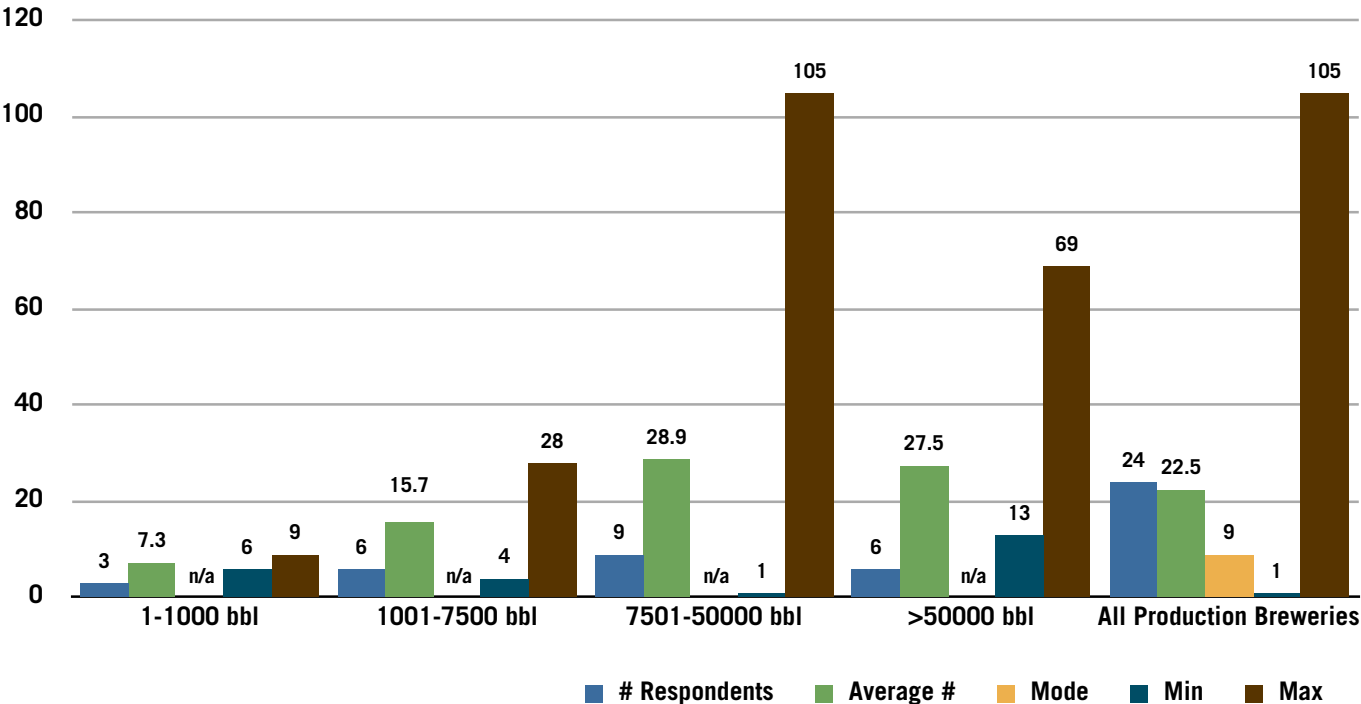


10. Total Wait Staff (FT + PT)

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production



Notes: Includes data only from companies that reported figures for both F/T and P/T wait staff.

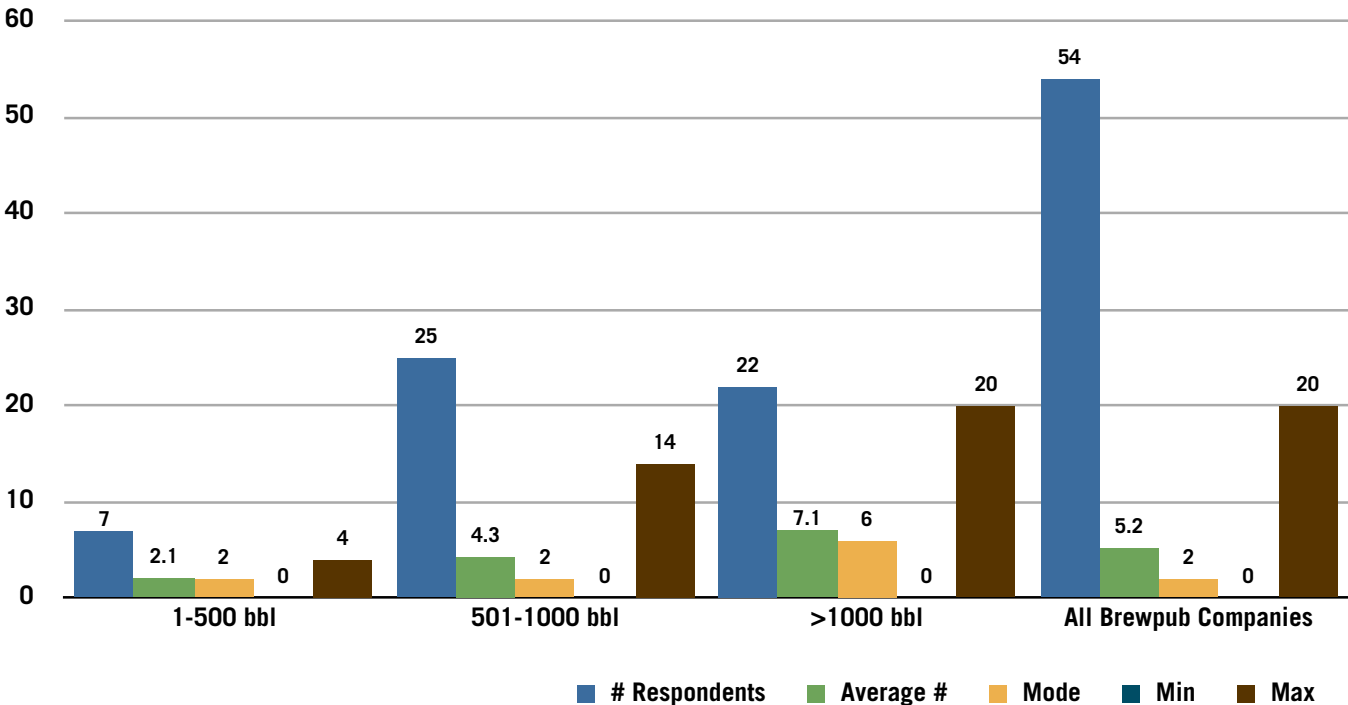
11. Pub-Restaurant-Taproom Sales (\$) Per TTL # of Wait Staff (FT+PT)

Brewpub Companies, 2011 Production	# Respondents	Average #	Min	Max
1-500 bbl	2	\$83,037	\$44,646	\$121,429
501-1000 bbl	10	\$82,257	\$18,500	\$160,700
>1000 bbl	8	\$108,282	\$4,267	\$271,667
All Brewpub Companies	20	\$92,745	\$4,267	\$271,667
Production Breweries, 2011 Production	# Respondents	Average #	Min	Max
1-1000 bbl	0			
1001-7500 bbl	2	\$56,250	\$37,500	\$75,000
7501-50,000 bbl	5	\$90,800	\$30,476	\$142,857
>50,000 bbl	3	\$211,883	\$137,759	\$262,534
All Production Breweries	10	\$120,215	\$30,476	\$262,534

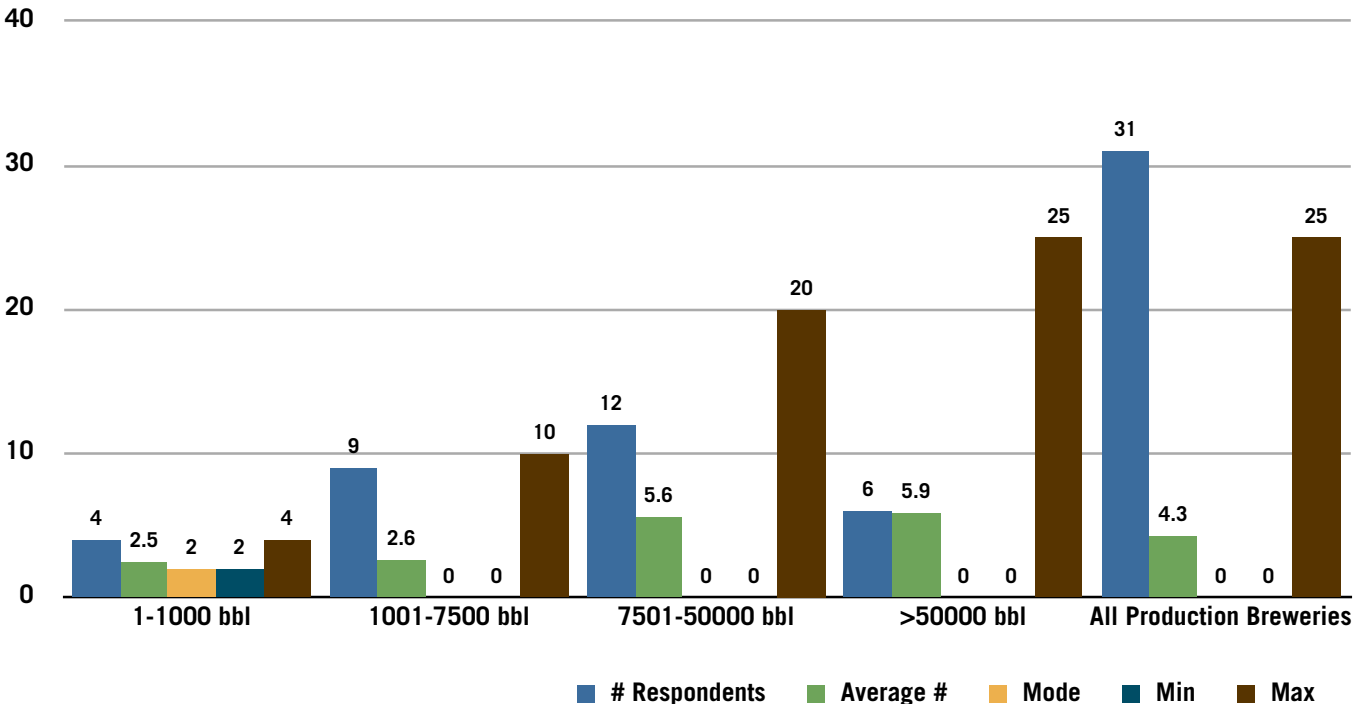
Notes: Includes data only from companies that reported figures for both F/T and P/T wait staff as well as gross revenue from pub/food sales.

12. F/T Bartenders

Brewpub Companies, 2011 Production

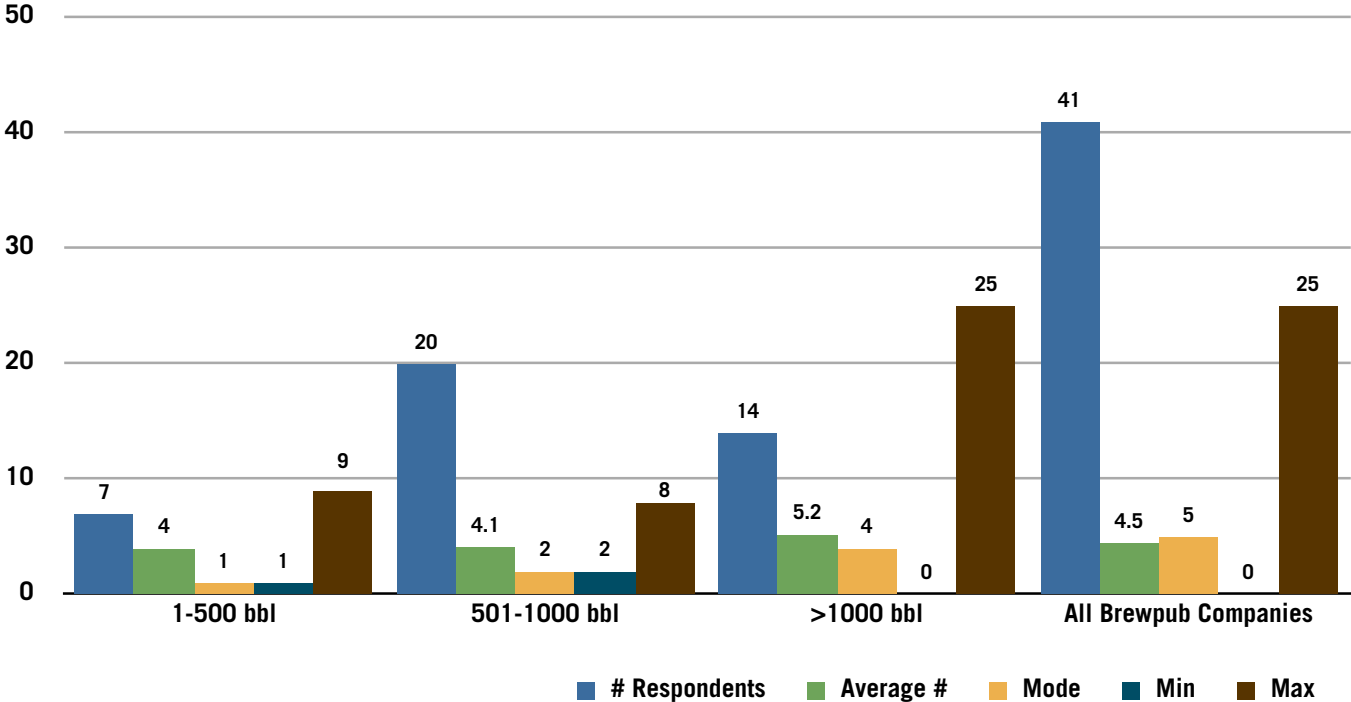


Production Breweries, 2011 Production

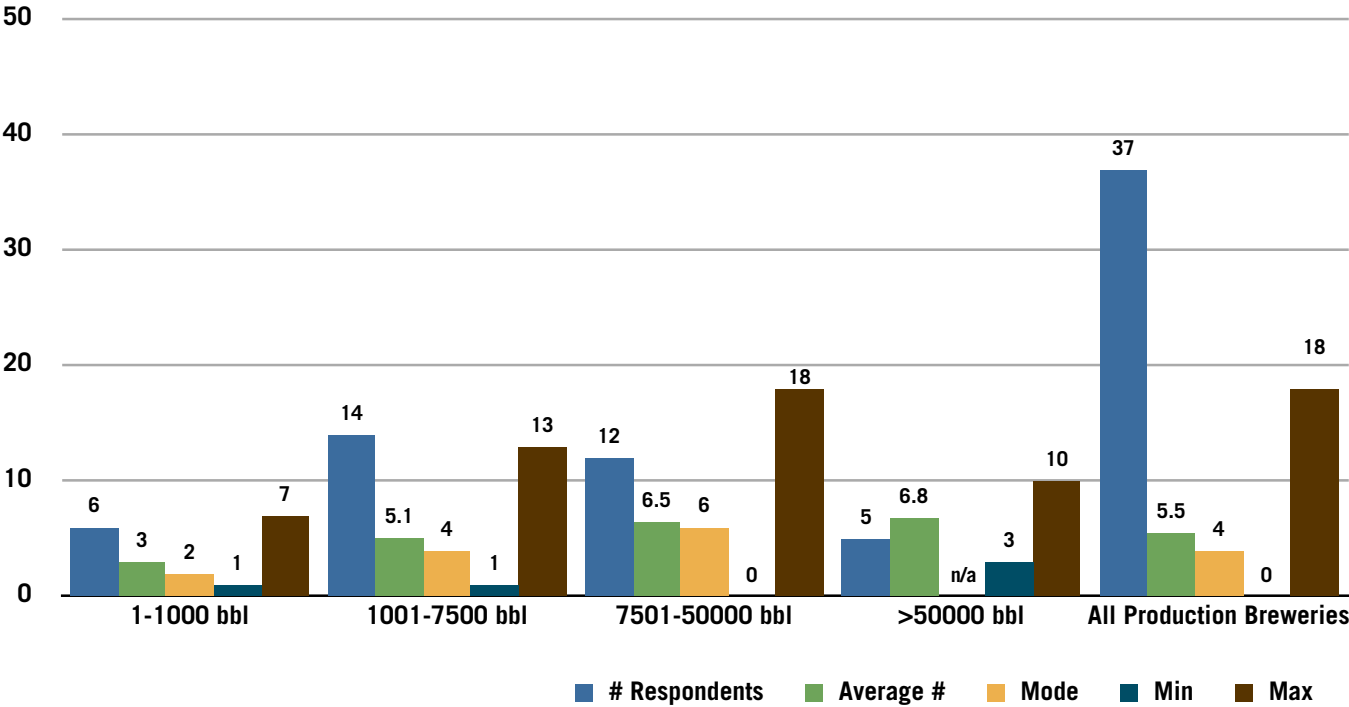


13. P/T Bartenders

Brewpub Companies, 2011 Production

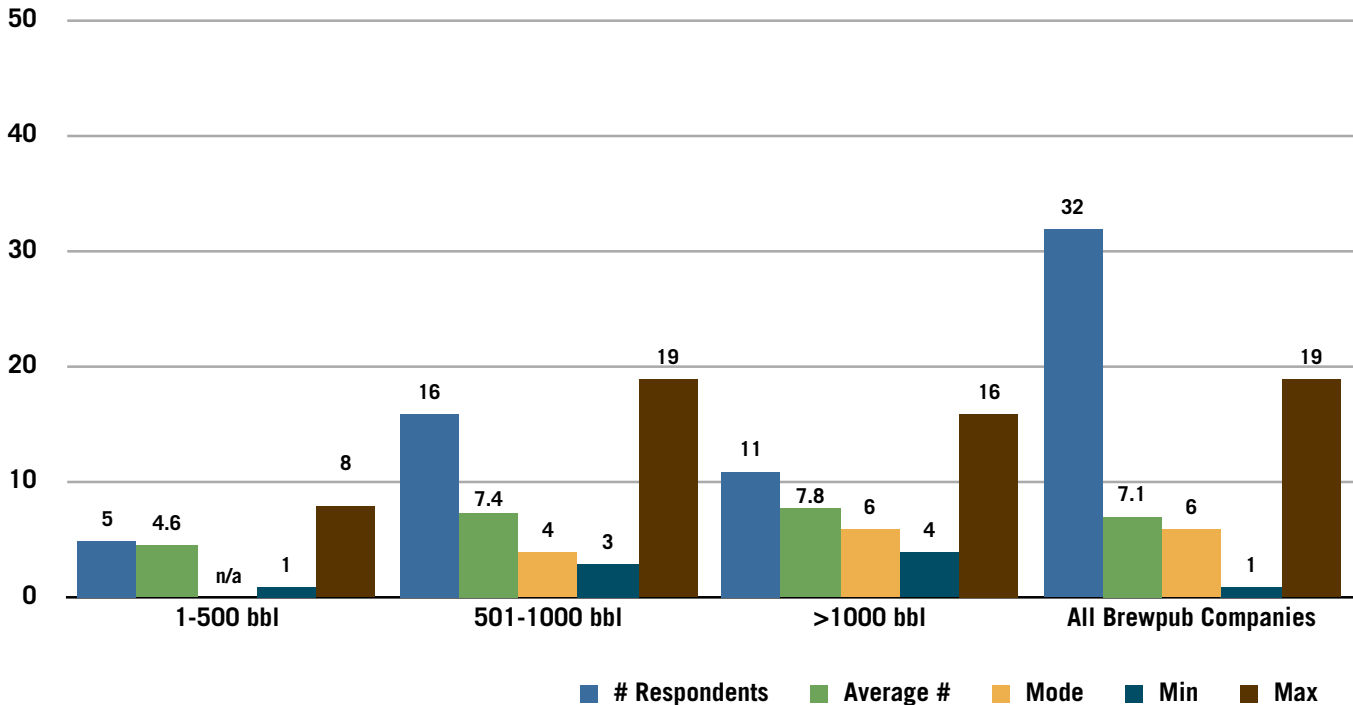


Production Breweries, 2011 Production

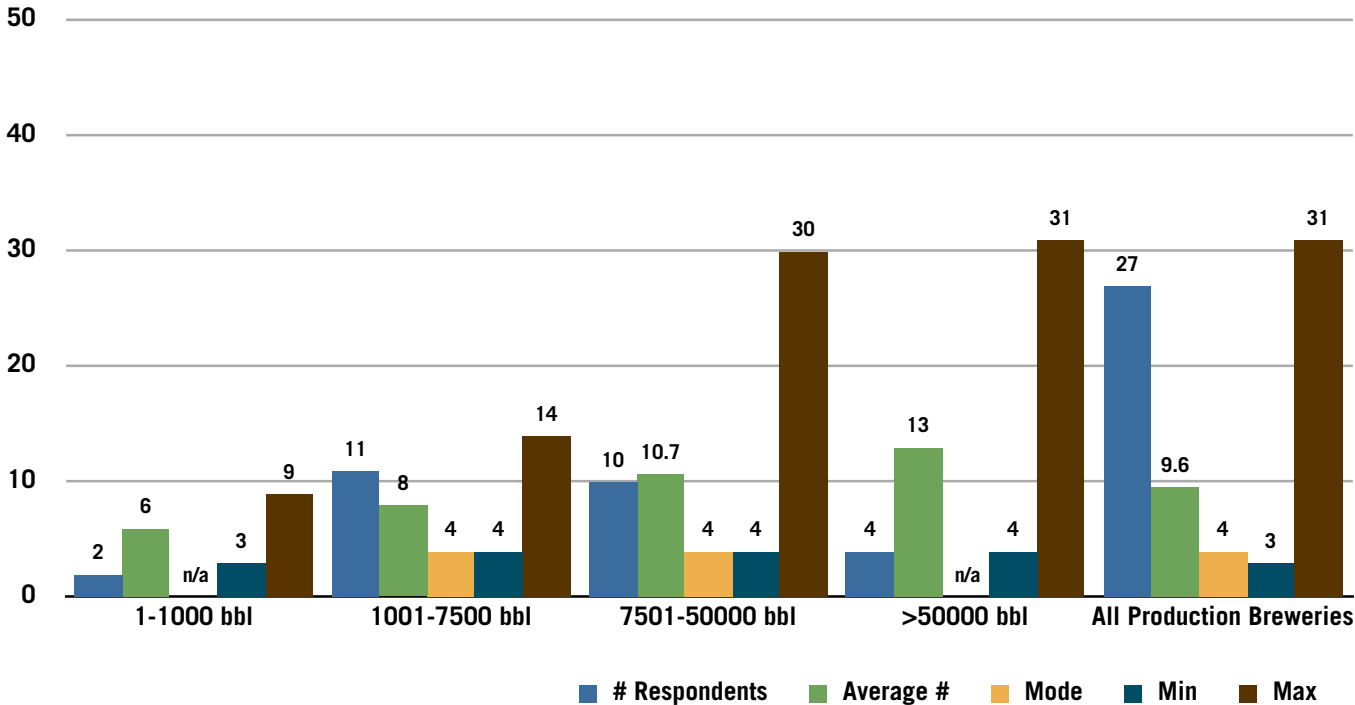


14. Total Bartenders (FT + PT)

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production



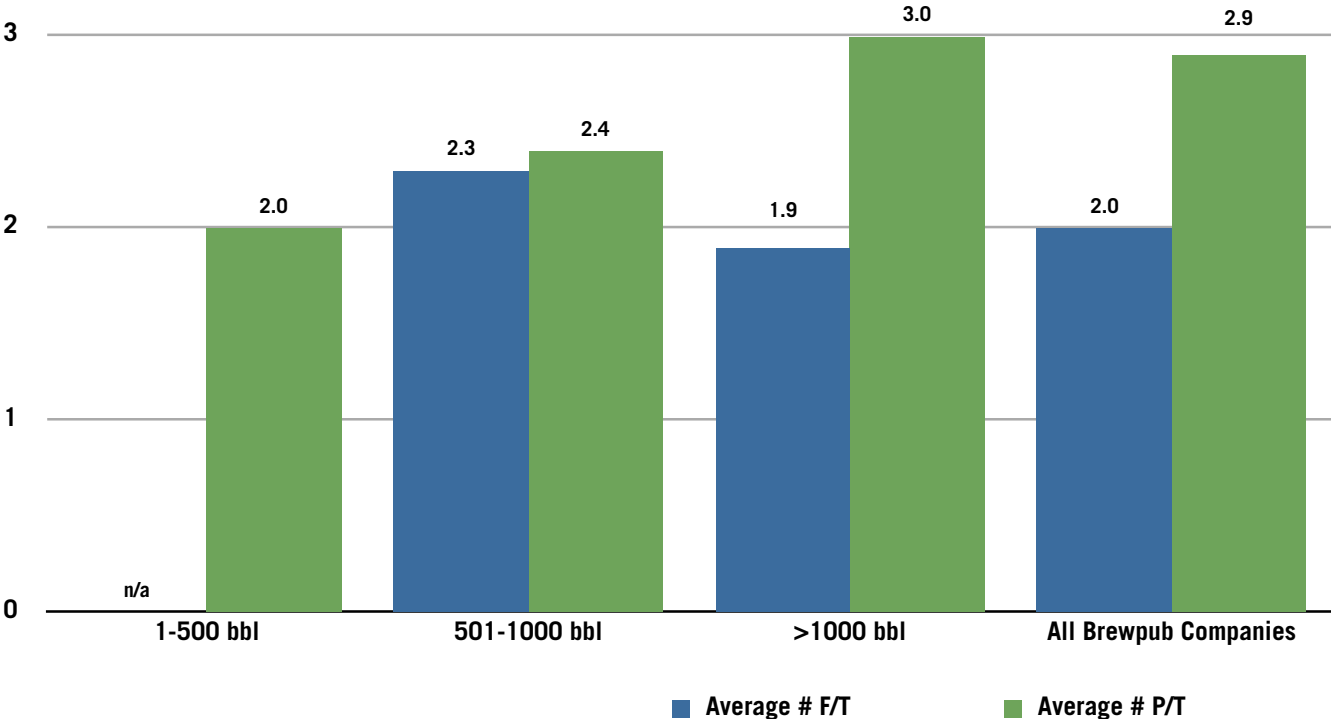
15. Pub-Restaurant-Taproom Sales (\$) Per TTL # of Bartenders (FT+PT)

Brewpub Companies, 2011 Production	# Respondents	Average #	Min	Max
1-500 bbl	1	\$106,250	\$106,250	\$106,250
501-1000 bbl	9	\$270,796	\$69,374	\$575,000
>1000 bbl	5	\$273,949	\$23,438	\$600,000
All Brewpub Companies	15	\$260,877	\$23,438	\$600,000
Production Breweries, 2011 Production	# Respondents	Average #	Min	Max
1-1000 bbl	0			
1001-7500 bbl	5	\$50,495	\$2,077	\$180,000
7501-50,000 bbl	5	\$196,933	\$58,333	\$450,000
>50,000 bbl	3	\$520,251	\$482,157	\$584,349
All Production Breweries	13	\$215,223	\$2,077	\$584,349

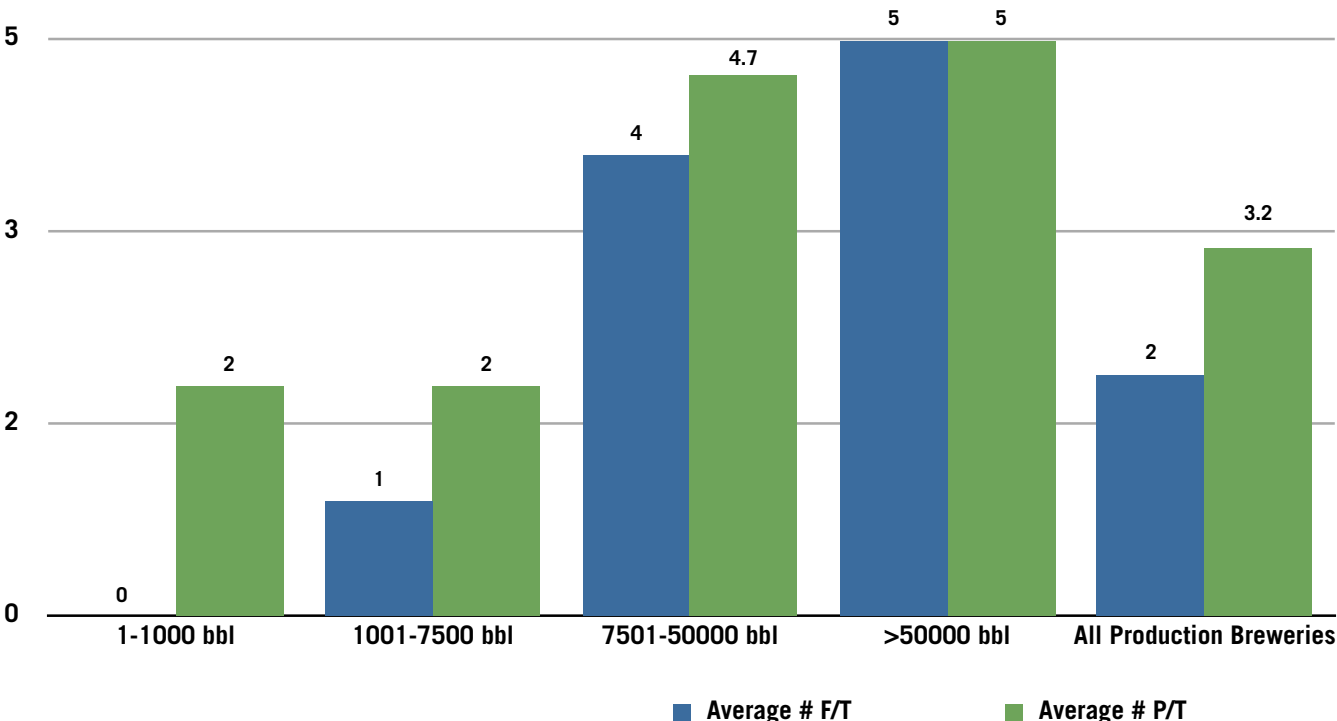
Notes: Includes data only from companies that reported figures for both F/T and P/T wait staff as well as gross revenue from pub/food sales.

16. Number of Bar Backs

Brewpub Companies, 2011 Production

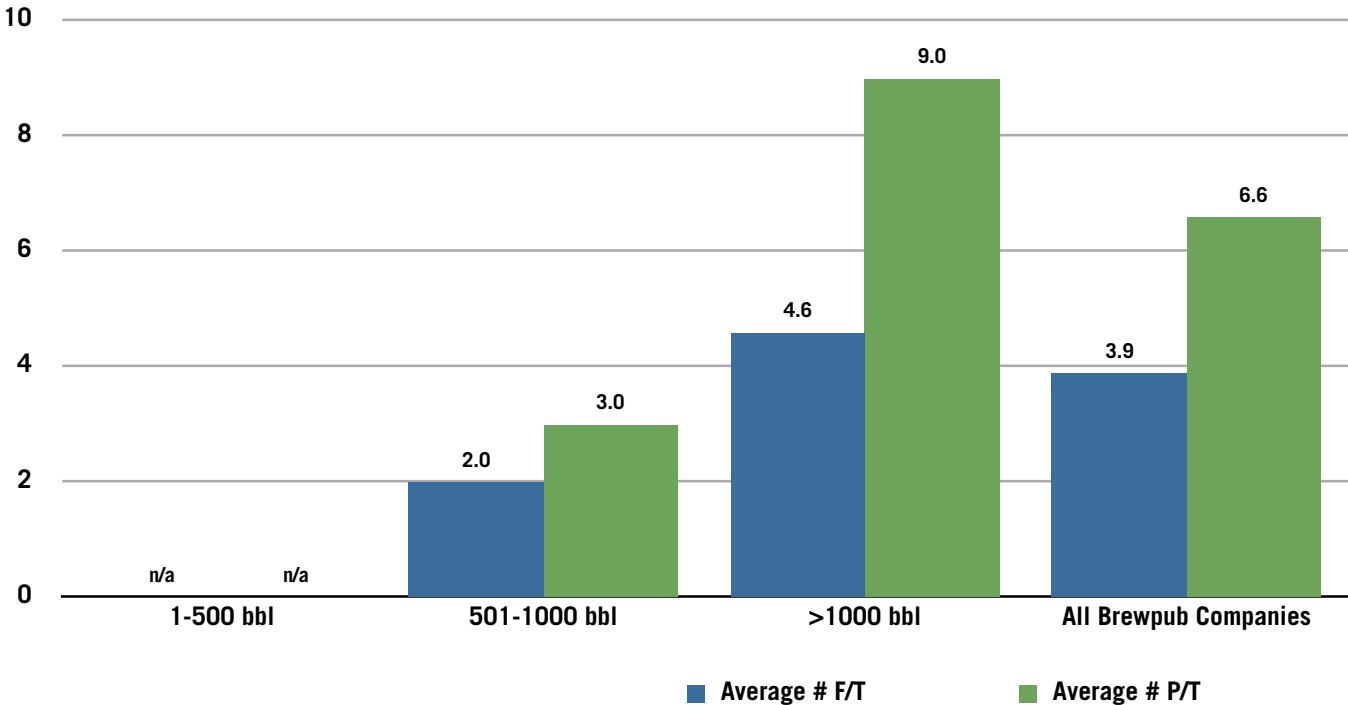


Production Breweries, 2011 Production

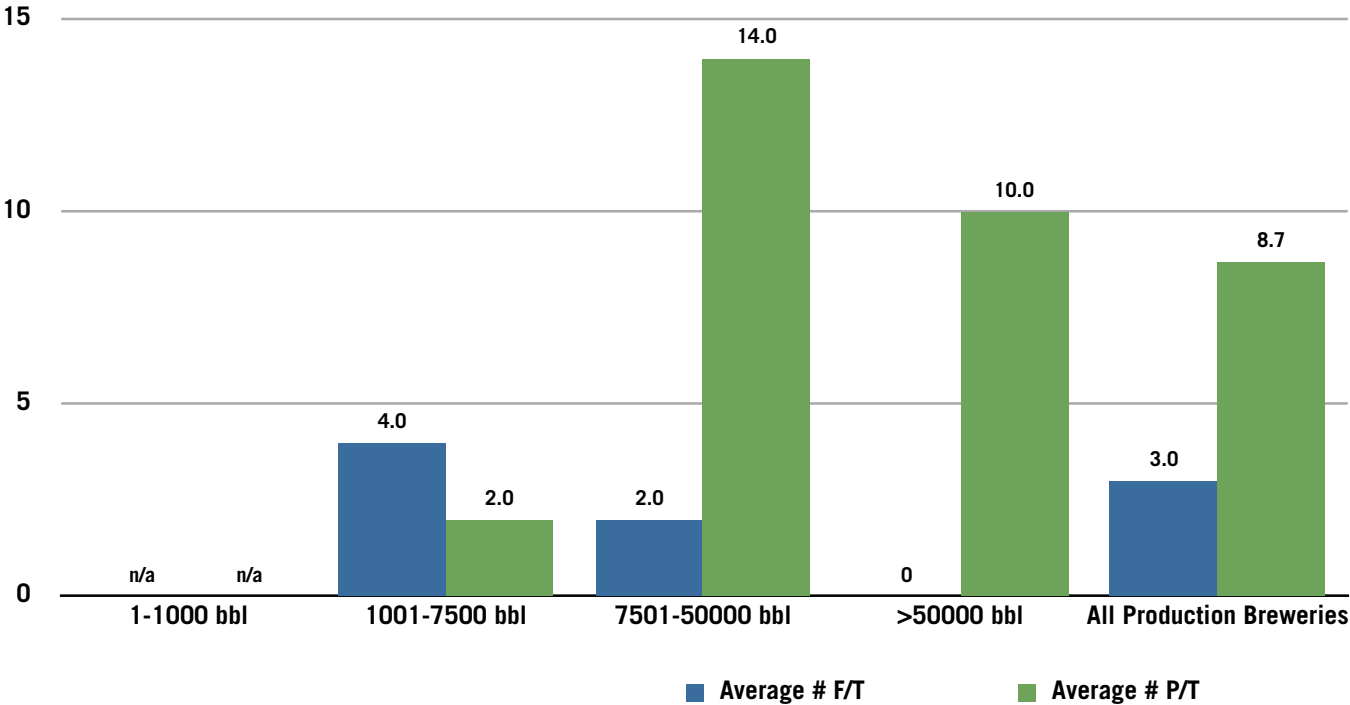


17. Number of Cocktailers

Brewpub Companies, 2011 Production

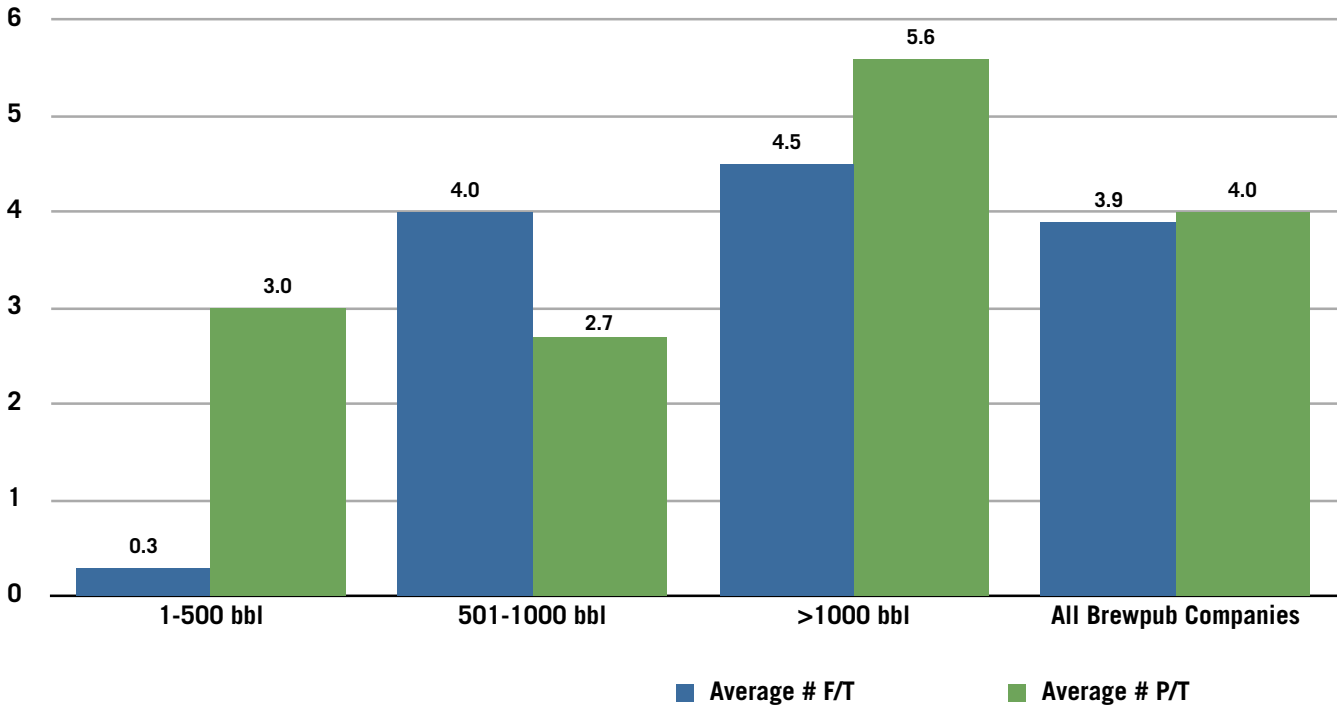


Production Breweries, 2011 Production

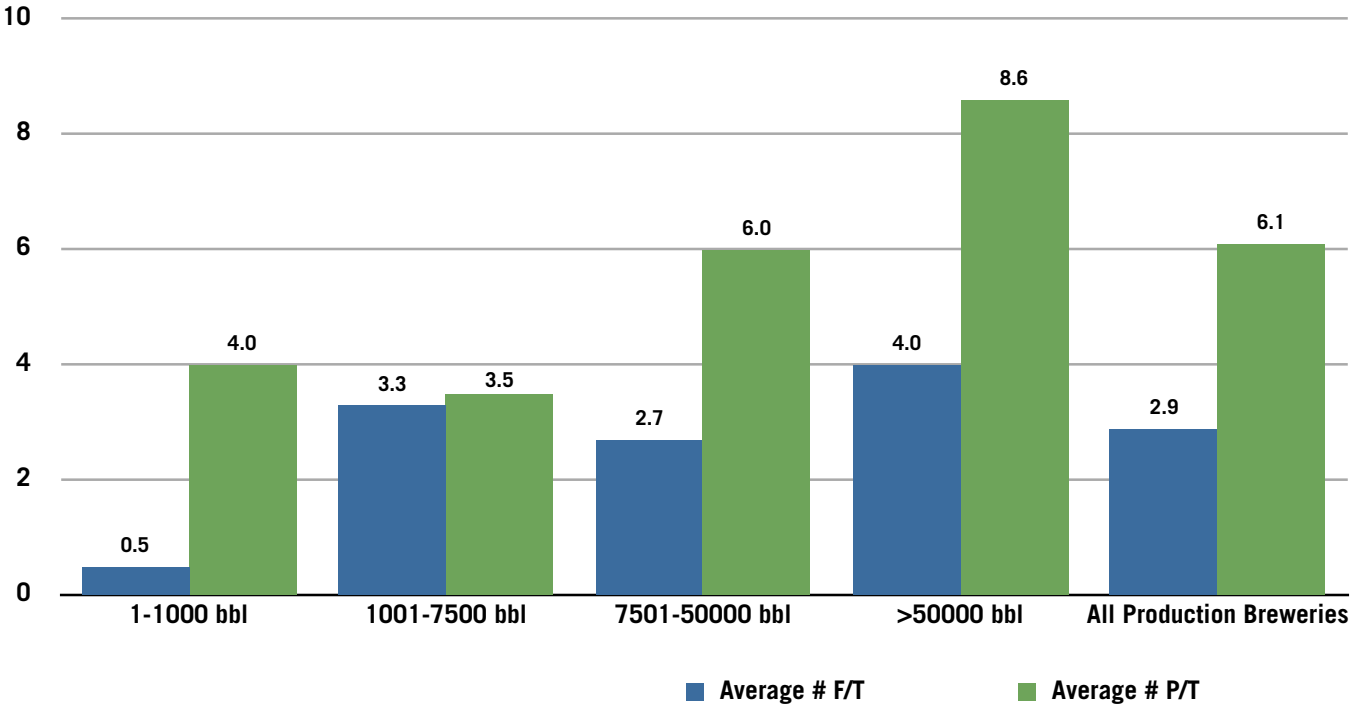


18. Number of Bussers

Brewpub Companies, 2011 Production

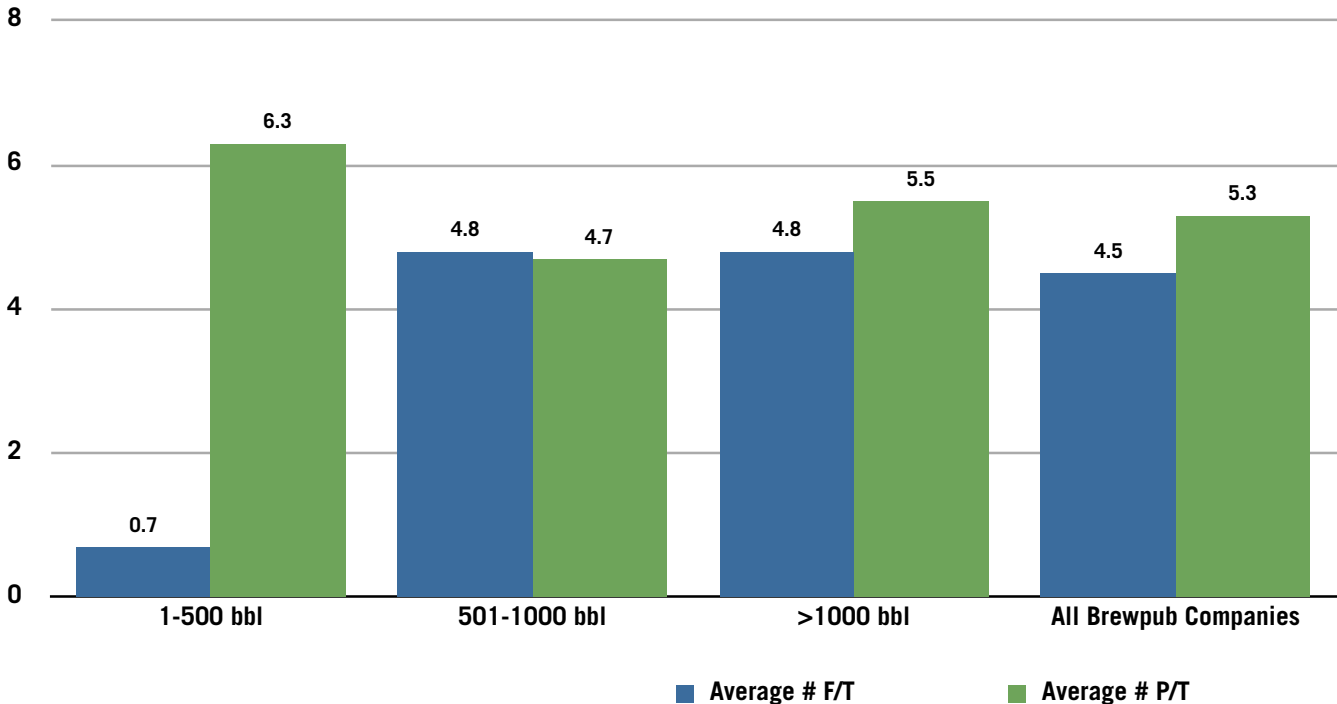


Production Breweries, 2011 Production

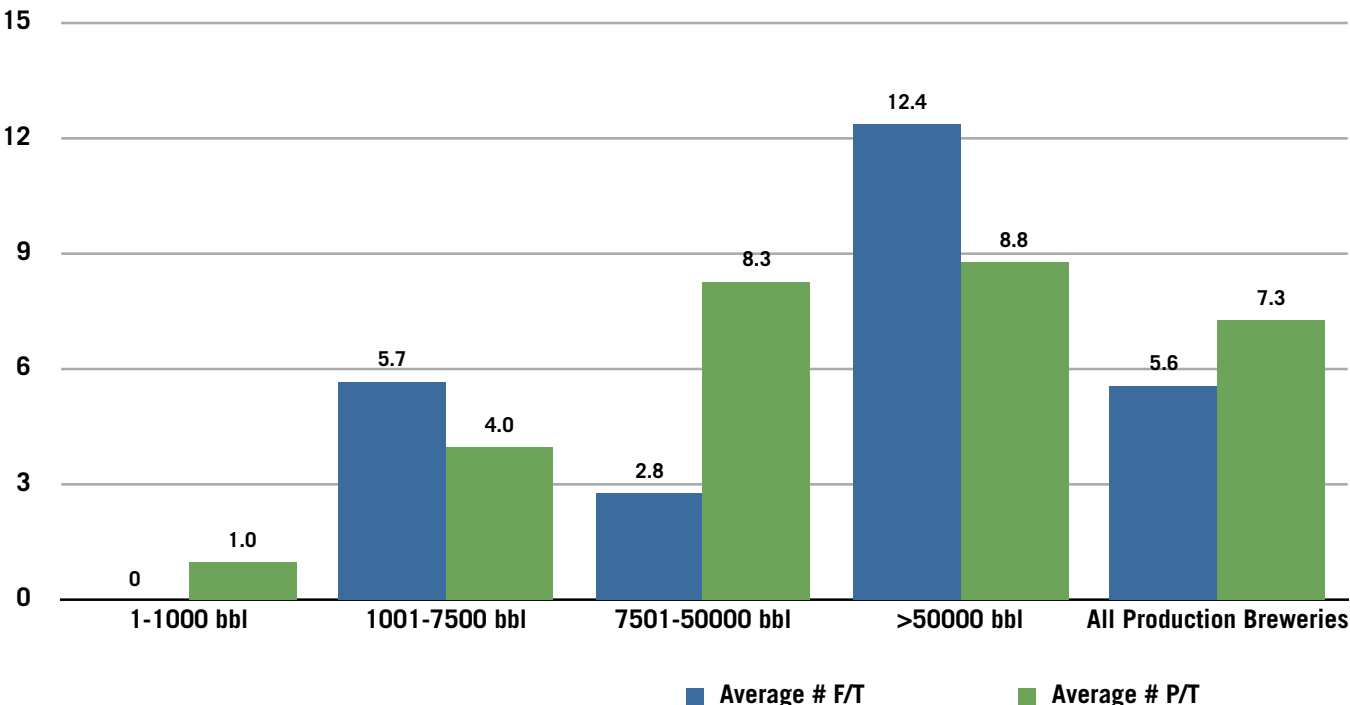


19. Number of Greeters/Host(esse)s

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production



RESTAURANT SALARY DATA: FULL-TIME KITCHEN EMPLOYEES

21. Full-Year Salary or Wages - F/T Principal or Executive Chef

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	7	\$78,400	\$50,000	\$67,500	\$31,000	\$250,000
>1000 bbl	7	\$60,571	\$60,000	\$69,500	\$45,000	\$80,000
All Brewpub Companies	14	\$69,500	\$55,000	\$70,750	\$31,000	\$250,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	0					
1001-7500 bbl	0					
>7501 bbl	18	\$69,605	\$58,000	\$71,500	\$38,000	\$250,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Principal or Executive Chef salary reported for those companies who differentiated this category from Chefs and/or Kitchen Managers. For purposes of this survey, Full-Time ("F/T") employees average 30 or more hours per week.

22. Full-Year Salary Plus Bonus - F/T Principal or Executive Chef

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
	n/a	n/a	n/a	n/a	n/a	n/a
1-1000 bbl	2	\$110,500	n/a	n/a	n/a	n/a
>1000 bbl	4	\$64,615	\$69,200	\$72,440	\$47,500	\$72,560
All Brewpub Companies	6	\$79,910	\$69,200	\$72,560	\$47,500	>110,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	0	n/a	n/a	n/a	n/a	n/a
1001-7500 bbl	0	n/a	n/a	n/a	n/a	n/a
>7501 bbl	3	\$99,300	n/a	n/a	n/a	n/a

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

23. Full-Year Salary or Wages - FT Chef

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	5	\$32,455	\$33,280	\$40,000	\$24,000	\$40,000
501-1000 bbl	12	\$48,830	\$45,000	\$52,230	\$35,000	\$100,000
>1000 bbl	15	\$43,480	\$42,000	\$45,000	\$19,000	\$67,000
All Brewpub Companies	32	\$43,760	\$42,000	\$45,000	\$19,000	\$100,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	2	\$29,500	n/a	n/a	n/a	n/a
1-7500 bbl	5	\$40,800	\$40,000	\$50,000	\$24,000	\$55,000
7501-50,000 bbl	4	\$38,750	\$37,500	\$45,000	\$20,000	\$60,000
>50,000 bbl	4	\$50,140	\$50,750	\$64,125	\$27,060	\$72,000
All Production Breweries	13	\$43,045	\$40,000	\$55,000	\$20,000	\$72,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Chef salary reported for those companies who differentiated this category from Principal or Executive Chefs and/or Kitchen Managers. For purposes of this survey, Full-Time ("F/T") employees average 30 or more hours per week.

24. Full-Year Salary Plus Bonus - FT Chef

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	2	\$30,000	n/a	n/a	n/a	n/a
1-1000 bbl	10	\$58,600	\$51,250	\$57,250	\$38,000	\$106,000
>1000 bbl	6	\$48,900	\$45,300	\$60,650	\$22,300	\$73,000
All Brewpub Companies	16	\$54,960	\$48,800	\$59,750	\$22,300	\$106,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	1	n/a	n/a	n/a	n/a	n/a
1-7500 bbl	3	\$66,666	n/a	n/a	n/a	n/a
7501-50,000 bbl	2	\$49,750	n/a	n/a	n/a	n/a
>50,000 bbl	3	\$64,570	n/a	n/a	n/a	n/a
All Production Breweries	8	\$61,650	\$60,000	\$74,400	\$36,500	\$105,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

25. Full-Year Salary or Wages - FT Line Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	7	\$26,430	\$25,000	\$26,500	\$20,000	\$43,000
501-1000 bbl	16	\$27,570	\$25,500	\$30,445	\$18,720	\$45,000
>1000 bbl	18	\$23,860	\$24,000	\$25,750	\$15,000	\$35,000
All Brewpub Companies	41	\$25,745	\$25,000	\$28,000	\$15,000	\$45,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	2	\$25,000	n/a	n/a	n/a	n/a
1-7500 bbl	6	\$23,955	\$22,500	\$28,500	\$18,720	\$30,000
7501-50,000 bbl	8	\$23,119	\$23,000	\$25,000	\$18,000	\$32,000
>50,000 bbl	6	\$23,712	\$23,495	\$25,310	\$21,060	\$27,000
All Production Breweries	20	\$23,547	\$23,495	\$25,190	\$18,000	\$32,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. For purposes of this survey, Full-Time ("FT") employees average 30 or more hours per week.

26. Full-Year Salary Plus Bonus - FT Line Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	2	\$34,550	n/a	n/a	n/a	n/a
1-1000 bbl	9	\$36,025	\$35,200	\$45,300	\$19,920	\$50,000
>1000 bbl	6	\$32,705	\$29,250	\$34,625	\$20,680	\$60,000
All Brewpub Companies	15	\$34,695	\$32,000	\$44,300	\$19,920	\$60,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	1	n/a	n/a	n/a	n/a	n/a
1-7500 bbl	2	\$28,750	n/a	n/a	n/a	n/a
7501-50,000 bbl	5	\$27,865	\$21,600	\$26,600	\$20,400	\$50,000
>50,000 bbl	3	\$28,345	n/a	n/a	n/a	n/a
All Production Breweries	10	\$28,185	\$26,395	\$29,710	\$20,400	\$50,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

27. Full-Year Salary or Wages - FT Prep Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	5	\$23,600	\$23,000	\$25,000	\$18,000	\$30,000
501-1000 bbl	15	\$21,400	\$21,000	\$22,690	\$15,000	\$33,000
>1000 bbl	17	\$21,083	\$20,000	\$23,000	\$14,040	\$32,000
All Brewpub Companies	37	\$21,552	\$21,000	\$23,000	\$14,040	\$33,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl						
1001-7500 bbl	4	\$21,150	\$19,800	\$25,500	\$15,000	\$30,000
7501-50,000 bbl	5	\$23,144	\$25,000	\$25,000	\$18,720	\$28,000
>50,000 bbl	5	\$19,599	\$18,296	\$22,000	\$16,878	\$23,850
All Production Breweries	14	\$21,308	\$20,500	\$24,750	\$15,000	\$30,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc.

28. Full-Year Salary Plus Bonus - FT Prep Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	1	\$23,800	\$23,800	\$23,800	\$23,800	\$23,800
1-1000 bbl	7	\$28,851	\$26,300	\$35,100	\$15,300	\$50,000
>1000 bbl	7	\$27,714	\$23,300	\$28,250	\$14,340	\$60,000
All Brewpub Companies	15	\$27,984	\$23,800	\$32,850	\$14,340	\$60,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1-7500 bbl	2	\$19,600	\$19,600	\$21,800	\$15,200	\$24,000
7501-50,000 bbl	3	\$31,867	\$25,400	\$37,700	\$20,200	\$50,000
>50,000 bbl	3	\$22,174	\$23,600	\$24,113	\$18,296	\$24,625
All Production Breweries	8	\$25,165	\$23,800	\$24,819	\$15,200	\$50,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category.

29. Full-Year Salary or Wages - FT Dishwashers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	3	\$21,333	\$22,000	\$22,000	\$20,000	\$22,000
501-1000 bbl	15	\$18,480	\$18,000	\$20,000	\$10,000	\$29,000
>1000 bbl	17	\$17,774	\$18,000	\$20,000	\$12,480	\$21,000
All Brewpub Companies	35	\$18,382	\$18,500	\$20,000	\$10,000	\$29,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	2	\$15,000	\$15,000	\$17,500	\$10,000	\$20,000
1001-7500 bbl	4	\$16,690	\$16,750	\$19,625	\$13,260	\$20,000
7501-50,000 bbl	7	\$17,377	\$17,500	\$18,500	\$14,000	\$20,000
>50,000 bbl	4	\$16,788	\$15,738	\$17,156	\$14,676	\$21,000
All Production Breweries	17	\$16,797	\$16,640	\$19,500	\$10,000	\$21,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc.

30. Full-Year Salary Plus Bonus - FT Dishwashers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	1	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800
1-1000 bbl	7	\$21,600	\$23,050	\$24,225	\$10,100	\$32,500
>1000 bbl	7	\$22,093	\$21,500	\$22,500	\$18,300	\$26,667
All Brewpub Companies	15	\$21,739	\$21,800	\$24,075	\$10,100	\$32,500
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1-7500 bbl	2	\$18,400	\$18,400	\$19,200	\$16,800	\$20,000
7501-50,000 bbl	3	\$21,667	\$23,000	\$23,500	\$18,000	\$24,000
>50,000 bbl	3	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
All Production Breweries	8	\$20,717	\$21,250	\$22,875	\$16,800	\$24,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category.

RESTAURANT SALARY DATA: PART-TIME KITCHEN EMPLOYEES

31. Full-Year Salary or Wages - PT Line Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	2	\$14,000	\$14,000	\$16,000	\$10,000	\$18,000
501-1000 bbl	12	\$14,726	\$14,800	\$17,040	\$7,000	\$25,616
>1000 bbl	2	\$16,300	\$16,300	\$16,650	\$15,600	\$17,000
All Brewpub Companies	16	\$14,832	\$15,600	\$17,040	\$7,000	\$25,616
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl						
1001-7500 bbl	2	\$12,500	\$12,500	\$13,750	\$10,000	\$15,000
7501-50,000 bbl	5	\$15,000	\$12,500	\$20,000	\$10,000	\$22,500
>50,000 bbl	5	\$13,721	\$16,500	\$16,786	\$6,300	\$18,401
All Production Breweries	12	\$14,051	\$13,750	\$17,189	\$6,300	\$22,500

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc.

32. Full-Year Salary Plus Bonus - PT Line Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
1-1000 bbl	2	\$20,224	\$20,224	\$23,486	\$13,700	\$26,748
>1000 bbl	1	\$15,600	\$15,600	\$15,600	\$15,600	\$15,600
All Brewpub Companies	3	\$18,683	\$15,600	\$21,174	\$13,700	\$26,748
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1-7500 bbl	2	\$13,650	\$13,650	\$15,225	\$10,500	\$16,800
7501-50,000 bbl	4	\$23,375	\$23,950	\$25,050	\$20,400	\$25,200
>50,000 bbl	4	\$13,568	\$14,185	\$17,800	\$7,500	\$18,401
All Production Breweries	10	\$17,507	\$18,001	\$22,275	\$7,500	\$25,200

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category.

33. Full-Year Salary or Wages - PT Prep Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	2	\$12,000	\$12,000	\$14,000	\$8,000	\$16,000
501-1000 bbl	8	\$12,435	\$13,520	\$14,430	\$7,000	\$17,000
>1000 bbl	2	\$10,900	\$10,900	\$11,950	\$8,800	\$13,000
All Brewpub Companies	12	\$12,107	\$13,000	\$14,430	\$7,000	\$17,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl						
1001-7500 bbl	3	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
7501-50,000 bbl	3	\$15,833	\$12,500	\$18,750	\$10,000	\$25,000
>50,000 bbl	4	\$13,913	\$14,940	\$16,403	\$9,303	\$16,470
All Production Breweries	10	\$14,815	\$15,000	\$16,035	\$9,303	\$25,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc.

34. Full-Year Salary Plus Bonus - PT Prep Cooks

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
1-1000 bbl						
>1000 bbl	1	\$8,800	\$8,800	\$8,800	\$8,800	\$8,800
All Brewpub Companies	1	\$8,800	\$8,800	\$8,800	\$8,800	\$8,800
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1-7500 bbl	2	\$16,400	\$16,400	\$16,600	\$16,000	\$16,800
7501-50,000 bbl	2	\$23,950	\$23,950	\$24,675	\$22,500	\$25,400
>50,000 bbl	3	\$13,446	\$14,400	\$15,518	\$9,303	\$16,635
All Production Breweries	7	\$17,291	\$16,635	\$19,650	\$9,303	\$25,400

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category.

35. Full-Year Salary or Wages - PT Dishwashers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	4	\$6,500	\$5,500	\$9,250	\$2,000	\$13,000
501-1000 bbl	11	\$10,661	\$12,000	\$12,990	\$1,151	\$17,300
>1000 bbl	3	\$11,833	\$13,000	\$13,750	\$8,000	\$14,500
All Brewpub Companies	18	\$9,932	\$10,680	\$13,000	\$1,151	\$17,300

Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl						
1001-7500 bbl	1	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
7501-50,000 bbl	4	\$12,625	\$12,000	\$14,625	\$10,000	\$16,500
>50,000 bbl	3	\$10,471	\$8,922	\$11,738	\$7,937	\$14,555
All Production Breweries	8	\$11,489	\$10,000	\$14,139	\$7,937	\$16,500

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc.

RESTAURANT SALARY DATA: FULL-TIME RESTAURANT EMPLOYEES

36. Full-Year Salary or Wages - FT Restaurant Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	6	\$35,545	\$33,640	\$40,000	\$24,000	\$50,000
501-1000 bbl	17	\$44,715	\$40,000	\$55,000	\$30,000	\$75,000
>1000 bbl	17	\$45,080	\$46,000	\$53,500	\$16,380	\$70,000
All Brewpub Companies	40	\$43,495	\$40,500	\$28,000	\$16,380	\$75,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	1	n/a	n/a	n/a	n/a	n/a
1-7500 bbl	6	\$34,500	\$35,000	\$38,750	\$25,000	\$45,000
7501-50,000 bbl	10	\$45,330	\$40,330	\$53,750	\$29,640	\$80,000
>50,000 bbl	6	\$71,634	\$68,850	\$82,375	\$36,000	\$104,800
All Production Breweries	22	\$49,550	\$23,495	\$25,190	\$25,000	\$104,800

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. For purposes of this survey, Full-Time ("FT") employees average 30 or more hours per week.

37. Full-Year Salary Plus Bonus - FT Restaurant Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	2	\$65,500	n/a	n/a	n/a	n/a
1-1000 bbl	9	\$54,750	\$51,250	\$71,750	\$30,000	\$83,000
>1000 bbl	9	\$63,055	\$53,000	\$81,000	\$39,000	\$100,000
All Brewpub Companies	21	\$58,310	\$53,000	\$76,000	\$30,000	\$100,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	1	n/a	n/a	n/a	n/a	n/a
1-7500 bbl	4	\$37,825	\$37,500	\$42,200	\$27,500	\$48,800
7501-50,000 bbl	7	\$57,820	\$58,000	\$72,320	\$33,000	\$85,000
>50,000 bbl	5	\$88,735	\$88,870	\$98,500	\$71,000	\$104,800
All Production Breweries	16	\$62,480	\$63,820	\$81,625	\$27,500	\$104,800

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

38. Full-Year Salary or Wages - FT Wait Staff

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	5	\$20,600	\$17,000	\$28,000	\$10,000	\$35,000
501-1000 bbl	13	\$12,680	\$12,000	\$18,000	\$4,000	\$30,000
>1000 bbl	16	\$14,515	\$14,130	\$20,000	\$3,635	\$28,000
All Brewpub Companies	34	\$14,710	\$13,130	\$19,550	\$3,635	\$35,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	3	\$9,665	n/a	n/a	n/a	n/a
1-7500 bbl	7	\$10,955	\$10,000	\$14,020	\$3,635	\$20,000
7501-50,000 bbl	6	\$13,860	\$10,835	\$14,165	\$5,500	\$35,000
>50,000 bbl	4	\$13,890	\$14,180	\$19,390	\$3,635	\$23,570
All Production Breweries	17	\$12,670	\$10,360	\$15,000	\$3,635	\$35,000

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. For purposes of this survey, Full-Time ("FT") employees average 30 or more hours per week.

39. Full-Year Salary Plus Bonus - FT Wait Staff

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	2	\$34,000	n/a	n/a	n/a	n/a
1-1000 bbl	11	\$38,515	\$3,800	\$44,750	\$18,570	\$60,000
>1000 bbl	6	\$37,105	\$39,650	\$43,000	\$15,600	\$48,740
All Brewpub Companies	18	\$37,470	\$38,650	\$43,500	\$15,600	\$60,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	2	\$19,000	n/a	n/a	n/a	n/a
1-7500 bbl	5	\$19,410	\$23,000	\$26,040	\$8,000	\$30,000
7501-50,000 bbl	6	\$36,100	\$32,375	\$40,750	\$15,025	\$70,000
>50,000 bbl	3	\$30,095	n/a	n/a	n/a	n/a
All Production Breweries	14	\$28,850	\$25,895	\$36,430	\$8,000	\$70,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

40. Full-Year Salary Plus Bonus - FT Greeters

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl	9	\$17,508	\$17,210	\$19,000	\$13,260	\$25,000
>1000 bbl	13	\$17,707	\$18,000	\$20,000	\$12,480	\$20,800
All Brewpub Companies	22	\$17,625	\$18,000	\$20,000	\$12,480	\$25,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	2	\$15,490	\$15,490	\$16,995	\$12,480	\$18,500
7501-50,000 bbl	3	\$17,833	\$17,000	\$18,500	\$16,500	\$20,000
>50,000 bbl	2	\$9,365	\$9,365	\$9,809	\$8,479	\$10,252
All Production Breweries	7	\$14,744	\$16,500	\$17,750	\$8,479	\$20,000

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

41. Full-Year Salary or Wages - FT Bar Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	2	\$27,500	n/a	n/a	n/a	n/a
1-1000 bbl	12	\$23,900	\$24,000	\$30,000	\$15,025	\$35,000
>1000 bbl	6	\$27,395	\$27,000	\$33,750	\$16,380	\$35,000
All Brewpub Companies	18	\$25,065	\$24,000	\$30,000	\$15,025	\$35,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	6	\$18,200	\$15,000	\$26,500	\$2,200	\$37,000
1-7500 bbl	10	\$25,175	\$22,620	\$28,500	\$17,000	\$45,000
7501-50,000 bbl	7	\$36,340	\$32,000	\$42,485	\$18,000	\$64,400
>50,000 bbl	2	\$42,080	n/a	n/a	n/a	n/a
All Production Breweries	25	\$27,980	\$25,000	\$34,000	\$2,200	\$64,400

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. For purposes of this survey, Full-Time ("F/T") employees average 30 or more hours per week.

42. Full-Year Salary Plus Bonus - FT Bar Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	0	n/a	n/a	n/a	n/a	n/a
501-1000 bbl	4	\$38,460	\$31,420	\$42,250	\$21,000	\$70,000
>1000 bbl	2	\$39,750	n/a	n/a	n/a	n/a
All Brewpub Companies	6	\$38,890	\$34,250	\$41,875	\$21,000	\$70,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	1	n/a	n/a	n/a	n/a	n/a
1-7500 bbl	6	\$37,905	\$31,470	\$41,460	\$11,000	\$91,000
7501-50,000 bbl	4	\$49,175	\$39,275	\$51,100	\$33,750	\$84,400
>50,000 bbl	2	\$49,780	n/a	n/a	n/a	n/a
All Production Breweries	12	\$43,640	\$39,275	\$47,750	\$11,000	\$91,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

43. Full-Year Salary or Wages - FT Bartenders

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-500 bbl	4	\$21,000	\$20,000	\$26,000	\$14,000	\$30,000
501-1000 bbl	14	\$17,885	\$14,500	\$19,500	\$7,800	\$38,250
>1000 bbl	14	\$19,259	\$17,800	\$27,500	\$3,635	\$36,000
All Brewpub Companies	32	\$18,893	\$16,600	\$23,318	\$3,635	\$38,250
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary	75th Percentile	Minimum Salary	Maximum Salary
1-1000 bbl	5	\$13,720	\$14,000	\$15,000	\$10,000	\$15,600
1001-7500 bbl	4	\$22,120	\$15,490	\$26,375	\$7,500	\$50,000
7501-50,000 bbl	7	\$27,430	\$20,000	\$42,500	\$10,000	\$52,500
>50,000 bbl	4	\$13,710	\$15,730	\$18,435	\$3,635	\$19,737
All Production Breweries	20	\$20,195	\$14,500	\$19,805	\$3,635	\$52,500

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. For purposes of this survey, Full-Time ("FT") employees average 30 or more hours per week.

44. Full-Year Salary Plus Bonus - FT Bartenders

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	2	\$37,500	n/a	n/a	n/a	n/a
1-1000 bbl	12	\$46,560	\$41,650	\$58,590	\$21,000	\$70,000
>1000 bbl	6	\$45,125	\$40,250	\$52,020	\$32,600	\$70,000
All Brewpub Companies	18	\$46,080	\$41,650	\$56,950	\$21,000	\$70,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	3	\$20,985	n/a	n/a	n/a	n/a
1-7500 bbl	6	\$33,985	\$23,430	\$24,990	\$13,000	\$10,000
7501-50,000 bbl	6	\$50,460	\$48,000	\$66,375	\$25,750	\$80,000
>50,000 bbl	3	\$32,575	n/a	n/a	n/a	n/a
All Production Breweries	15	\$40,255	\$30,500	\$48,000	\$11,000	\$91,000

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. "Bonus" includes all non-wage compensation such as bonus, profit sharing, commissions, tips, etc.

45. Full-Year Salary Plus Bonus - FT Bar Backs

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl	1	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
>1000 bbl	7	\$20,613	\$21,348	\$22,100	\$12,480	\$26,260
All Brewpub Companies	8	\$21,661	\$21,674	\$23,215	\$12,480	\$29,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	3	\$14,493	\$12,480	\$16,740	\$10,000	\$21,000
7501-50,000 bbl	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
>50,000 bbl						
All Production Breweries	4	\$14,620	\$13,740	\$16,500	\$10,000	\$21,000

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

46. Full-Year Salary Plus Bonus - FT Cocktailers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl						
>1000 bbl	3	\$16,600	\$20,000	\$21,000	\$7,800	\$22,000
All Brewpub Companies	3	\$16,600	\$20,000	\$21,000	\$7,800	\$22,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	1	\$9,360	\$9,360	\$9,360	\$9,360	\$9,360
7501-50,000 bbl						
>50,000 bbl						
All Production Breweries	1	\$9,360	\$9,360	\$9,360	\$9,360	\$9,360

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

47. Full-Year Salary Plus Bonus - FT Bussers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	1	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
501-1000 bbl	10	\$14,954	\$14,530	\$17,200	\$5,677	\$29,000
>1000 bbl	11	\$18,282	\$20,000	\$20,000	\$11,310	\$30,000
All Brewpub Companies	22	\$16,711	\$16,500	\$20,000	\$5,677	\$30,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	2	\$11,240	\$11,240	\$11,860	\$10,000	\$12,480
7501-50,000 bbl	3	\$21,099	\$20,000	\$21,648	\$20,000	\$23,296
>50,000 bbl						
All Production Breweries	5	\$17,155	\$20,000	\$20,000	\$10,000	\$23,296

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

RESTAURANT SALARY DATA: PART-TIME RESTAURANT EMPLOYEES

48. Full-Year Salary Plus Bonus - PT Restaurant Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl	3	\$23,500	\$24,000	\$25,250	\$20,000	\$26,500
>1000 bbl						
All Brewpub Companies	3	\$23,500	\$24,000	\$25,250	\$20,000	\$26,500
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	3	\$15,567	\$15,000	\$17,500	\$11,700	\$20,000
7501-50,000 bbl	2	\$13,740	\$13,740	\$14,370	\$12,480	\$15,000
>50,000 bbl						
All Production Breweries	5	\$14,836	\$15,000	\$15,000	\$11,700	\$20,000

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

49. Full-Year Salary Plus Bonus - PT Wait Staff

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	5	\$20,797	\$20,000	\$20,000	\$11,000	\$40,286
501-1000 bbl	14	\$19,005	\$11,700	\$21,769	\$4,134	\$85,786
>1000 bbl	2	\$7,500	\$7,500	\$9,750	\$3,000	\$12,000
All Brewpub Companies	21	\$18,336	\$12,480	\$20,000	\$3,000	\$85,786
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	1	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
1001-7500 bbl	5	\$14,758	\$15,000	\$21,000	\$6,400	\$22,040
7501-50,000 bbl	7	\$22,897	\$20,374	\$25,100	\$10,000	\$51,500
>50,000 bbl	5	\$17,808	\$12,500	\$22,560	\$10,750	\$31,715
All Production Breweries	18	\$19,284	\$19,040	\$23,640	\$6,400	\$51,500

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

50. Full-Year Salary Plus Bonus - PT Greeters

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	1	\$32,760	\$32,760	\$32,760	\$32,760	\$32,760
501-1000 bbl	9	\$11,775	\$12,000	\$12,000	\$816	\$30,000
>1000 bbl	3	\$11,592	\$10,000	\$12,888	\$9,000	\$15,775
All Brewpub Companies	13	\$13,347	\$12,000	\$12,480	\$816	\$32,760

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	1	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
7501-50,000 bbl	4	\$10,602	\$9,500	\$11,688	\$6,656	\$16,750
>50,000 bbl	4	\$17,914	\$15,920	\$21,409	\$8,000	\$31,814
All Production Breweries	9	\$13,062	\$10,000	\$16,750	\$3,500	\$31,814

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

51. Full-Year Salary Plus Bonus - PT Bar Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
>1000 bbl						
All Brewpub Companies	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	2	\$8,050	\$8,050	\$11,825	\$500	\$15,600
1001-7500 bbl	2	\$14,860	\$14,860	\$20,790	\$3,000	\$26,720
7501-50,000 bbl	1	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
>50,000 bbl						
All Production Breweries	5	\$10,164	\$5,000	\$15,600	\$500	\$26,720

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

52. Full-Year Salary Plus Bonus - PT Bartenders

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl	11	\$23,785	\$17,000	\$19,366	\$5,000	\$107,000
>1000 bbl	3	\$15,500	\$15,000	\$17,250	\$12,000	\$19,500
All Brewpub Companies	14	\$22,010	\$16,000	\$19,375	\$5,000	\$107,000
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	3	\$6,103	\$2,500	\$8,905	\$500	\$15,310
1001-7500 bbl	10	\$17,143	\$14,900	\$20,125	\$5,100	\$50,000
7501-50,000 bbl	6	\$35,265	\$22,795	\$37,625	\$10,000	\$101,000
>50,000 bbl	5	\$25,139	\$25,040	\$37,955	\$10,650	\$39,549
All Production Breweries	24	\$21,959	\$15,200	\$26,849	\$500	\$101,000

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

53. Full-Year Salary Plus Bonus - PT Bar Backs

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl						
501-1000 bbl	1	\$12,480	\$12,480	\$12,480	\$12,480	\$12,480
>1000 bbl	1	\$6,300	\$6,300	\$6,300	\$6,300	\$6,300
All Brewpub Companies	2	\$9,390	\$9,390	\$10,935	\$6,300	\$12,480
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl						
1001-7500 bbl	2	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
7501-50,000 bbl						
>50,000 bbl	1	\$10,650	\$10,650	\$10,650	\$10,650	\$10,650
All Production Breweries	3	\$8,550	\$7,500	\$9,075	\$7,500	\$10,650

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

54. Full-Year Salary Plus Bonus - PT Bussers

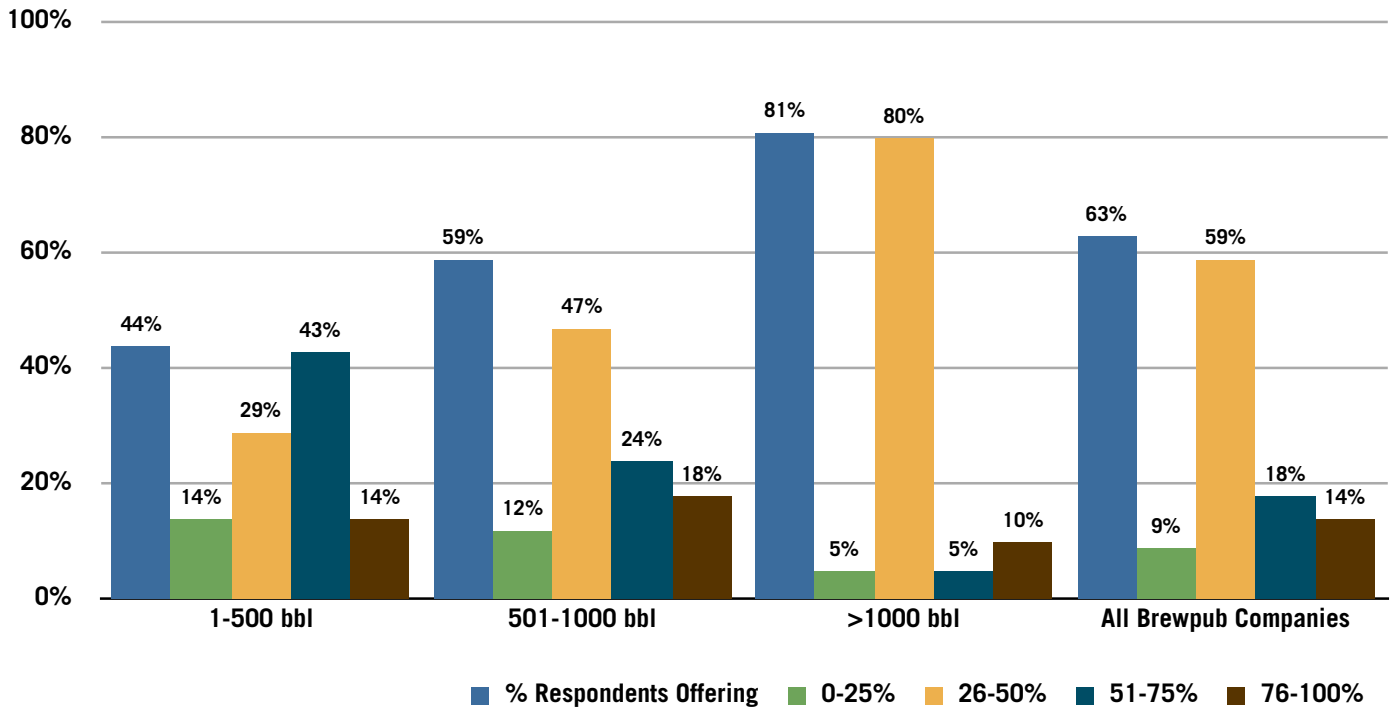
Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-500 bbl	1	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
501-1000 bbl	10	\$8,376	\$8,917	\$10,536	\$2,000	\$13,880
>1000 bbl	4	\$12,865	\$8,000	\$13,815	\$4,200	\$31,260
All Brewpub Companies	15	\$9,548	\$8,000	\$10,358	\$2,000	\$31,260
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus	Median Salary Plus Bonus	75th Percentile	Minimum Salary Plus Bonus	Maximum Salary Plus Bonus
1-1000 bbl	1	\$7,000	\$3,500	\$5,250	\$0	\$7,000
1001-7500 bbl	2	\$7,750	\$7,500	\$7,750	\$0	\$8,000
7501-50,000 bbl	2	\$13,328	\$6,656	\$13,328	\$0	\$20,000
>50,000 bbl	4	\$12,983	\$12,227	\$14,642	\$10,320	\$17,160
All Production Breweries	9	\$11,232	\$7,750	\$11,438	\$0	\$20,000

Notes: Salary plus bonus includes all compensation reported including salary or hourly wages plus tips, bonus, etc.

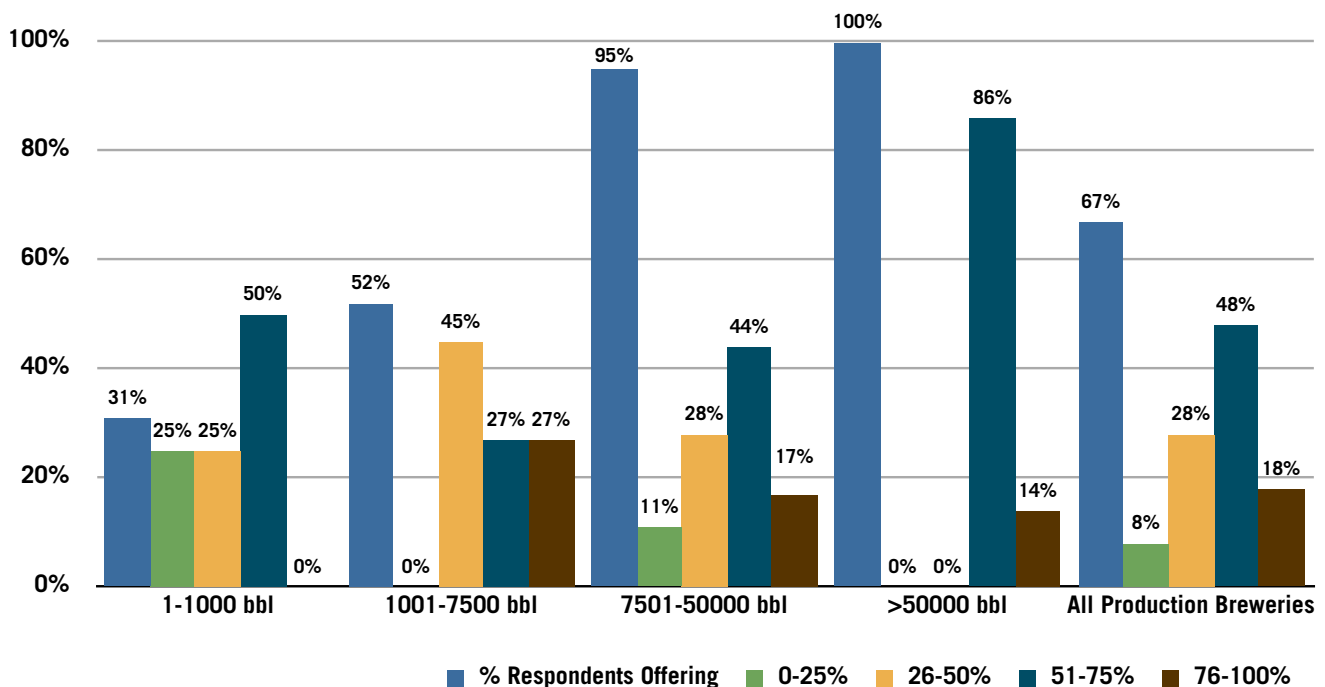
RESTAURANT SALARY DATA: RESTAURANT EMPLOYEE BENEFITS

55. Health Insurance - Restaurant Employees

Brewpub Companies, 2011 Production



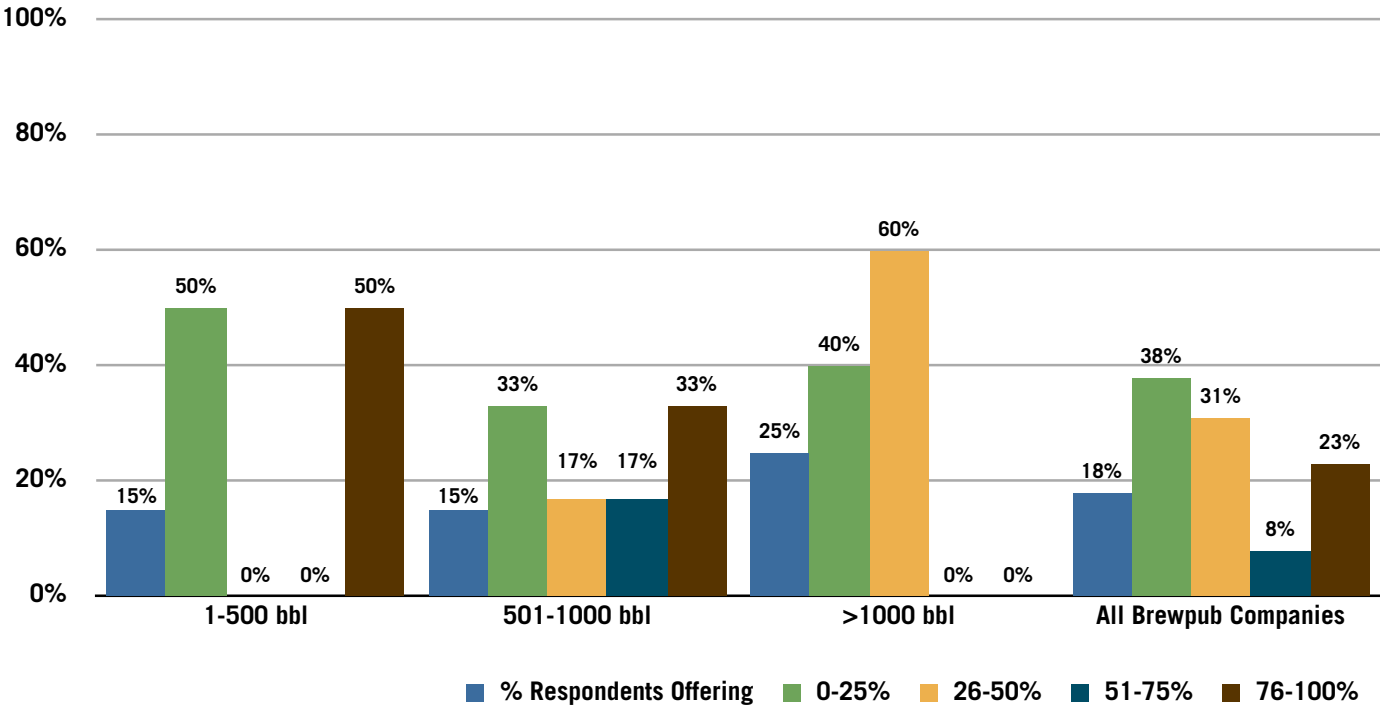
Production Breweries, 2011 Production



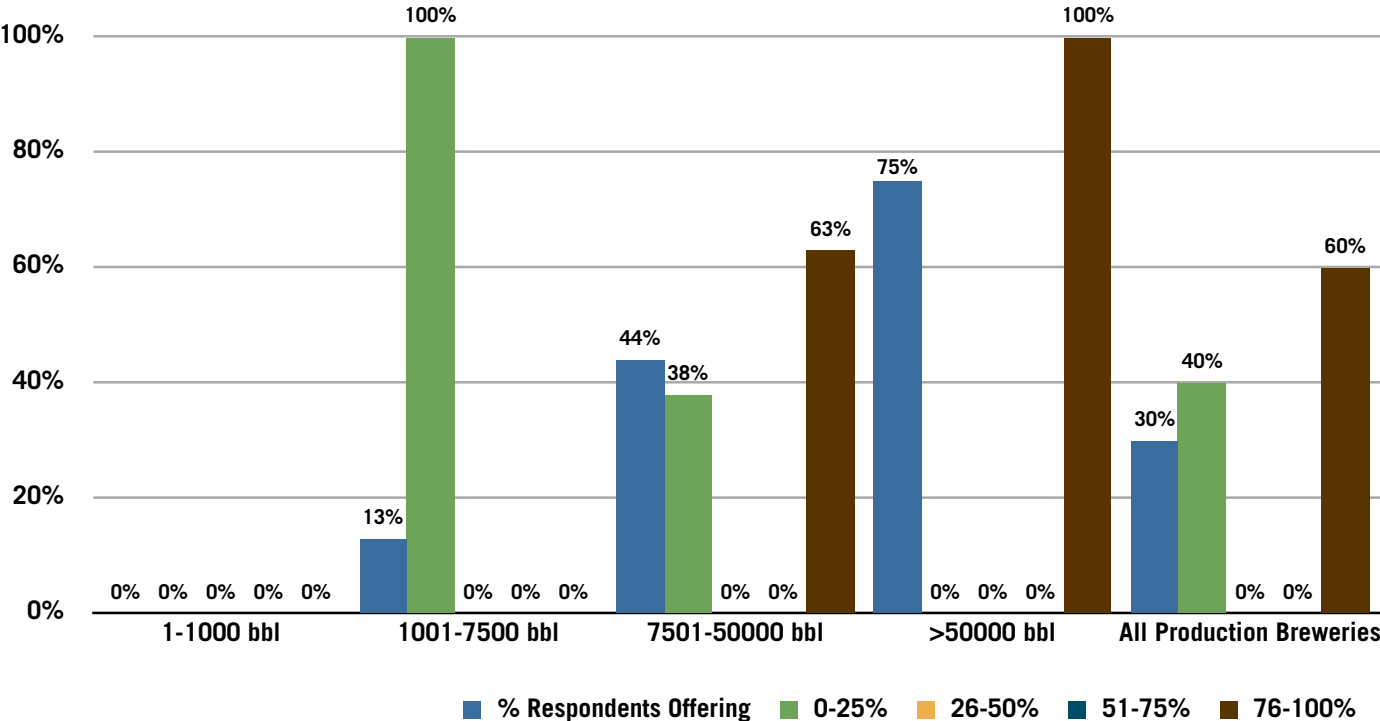
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

56. Life Insurance - Restaurant Employees

Brewpub Companies, 2011 Production



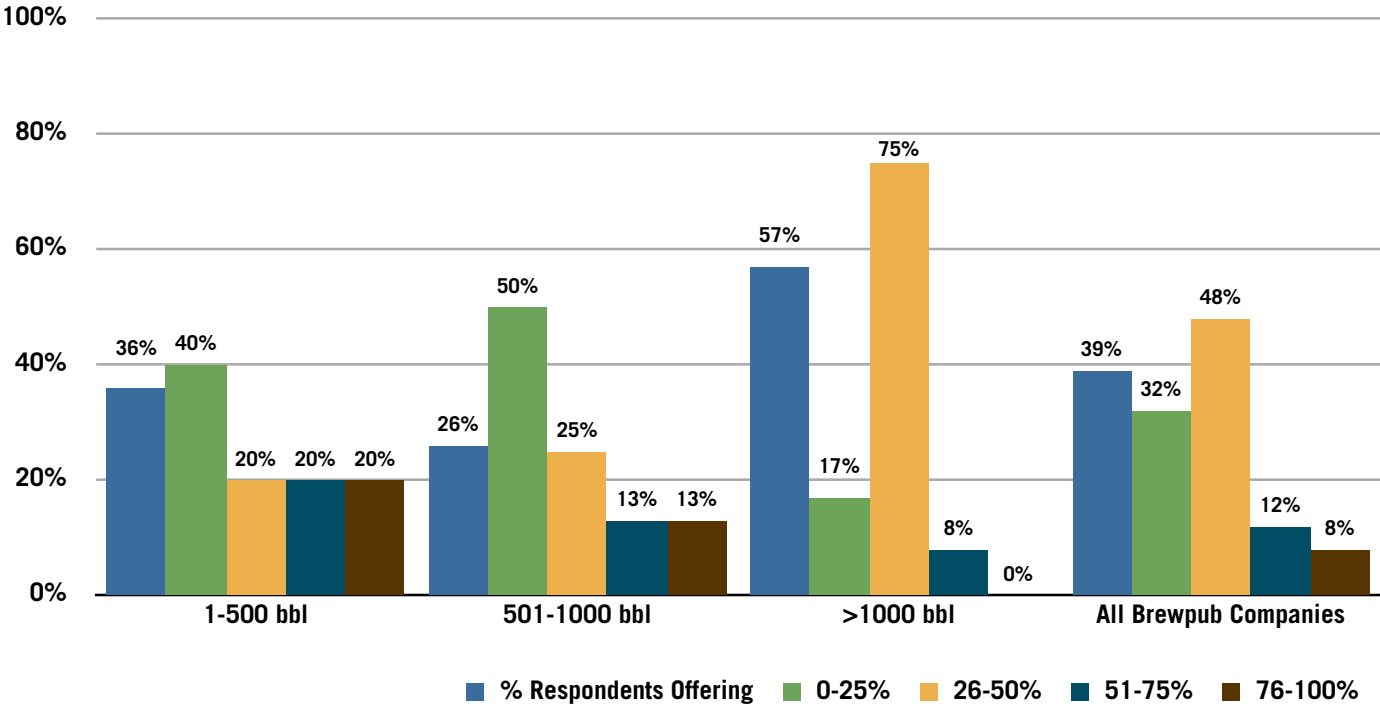
Production Breweries, 2011 Production



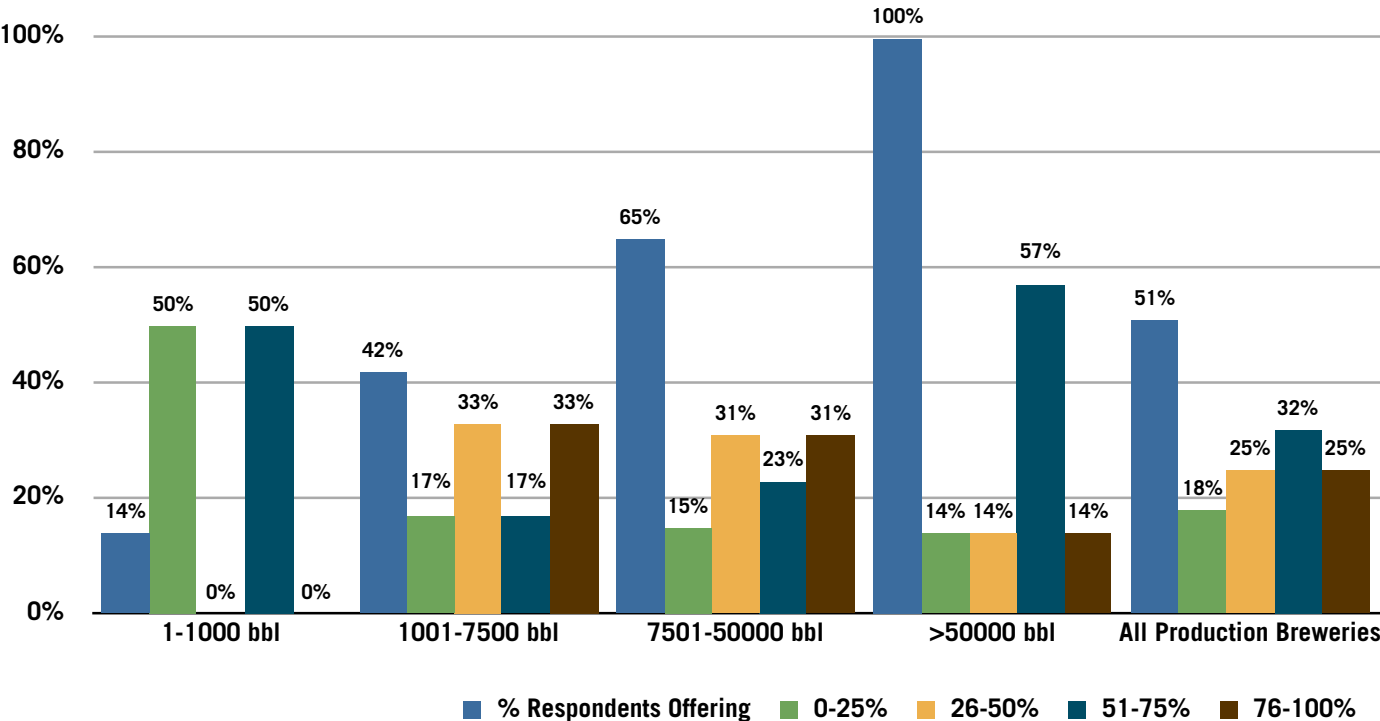
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

57. Dental Insurance - Restaurant Employees

Brewpub Companies, 2011 Production



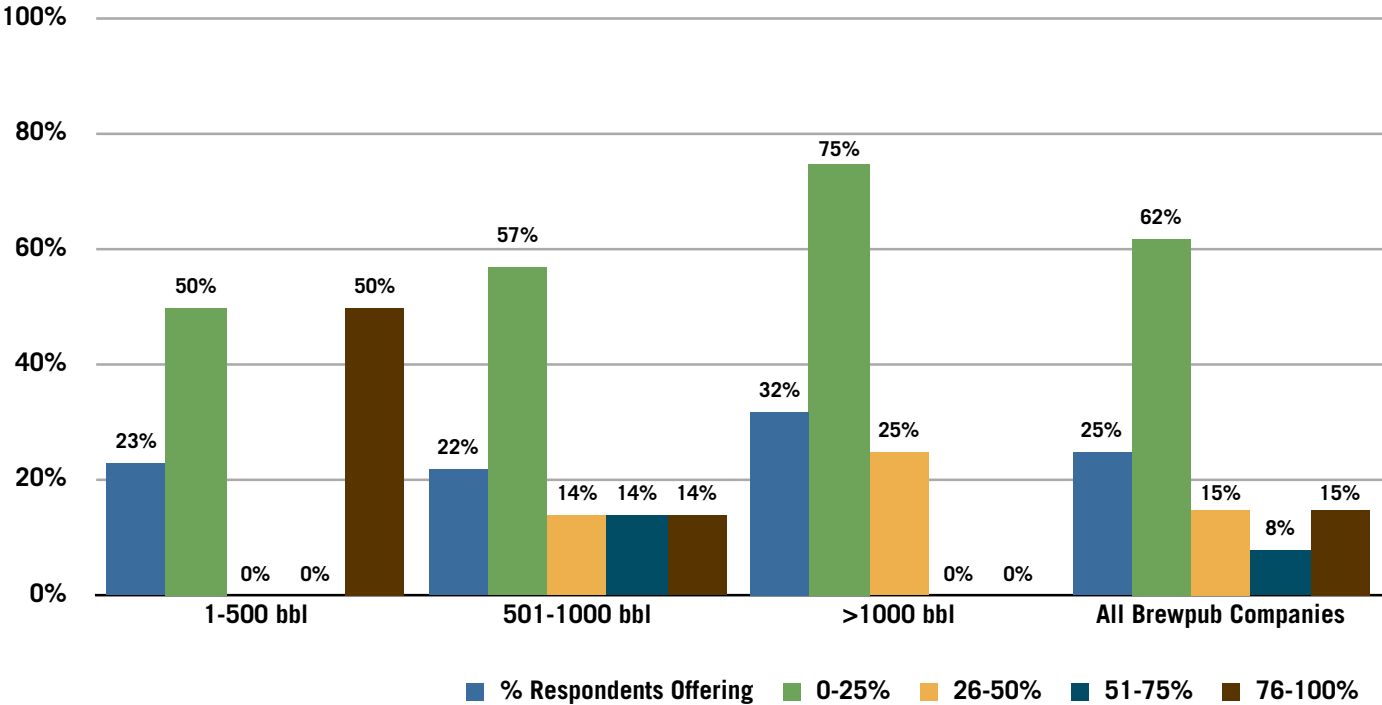
Production Breweries, 2011 Production



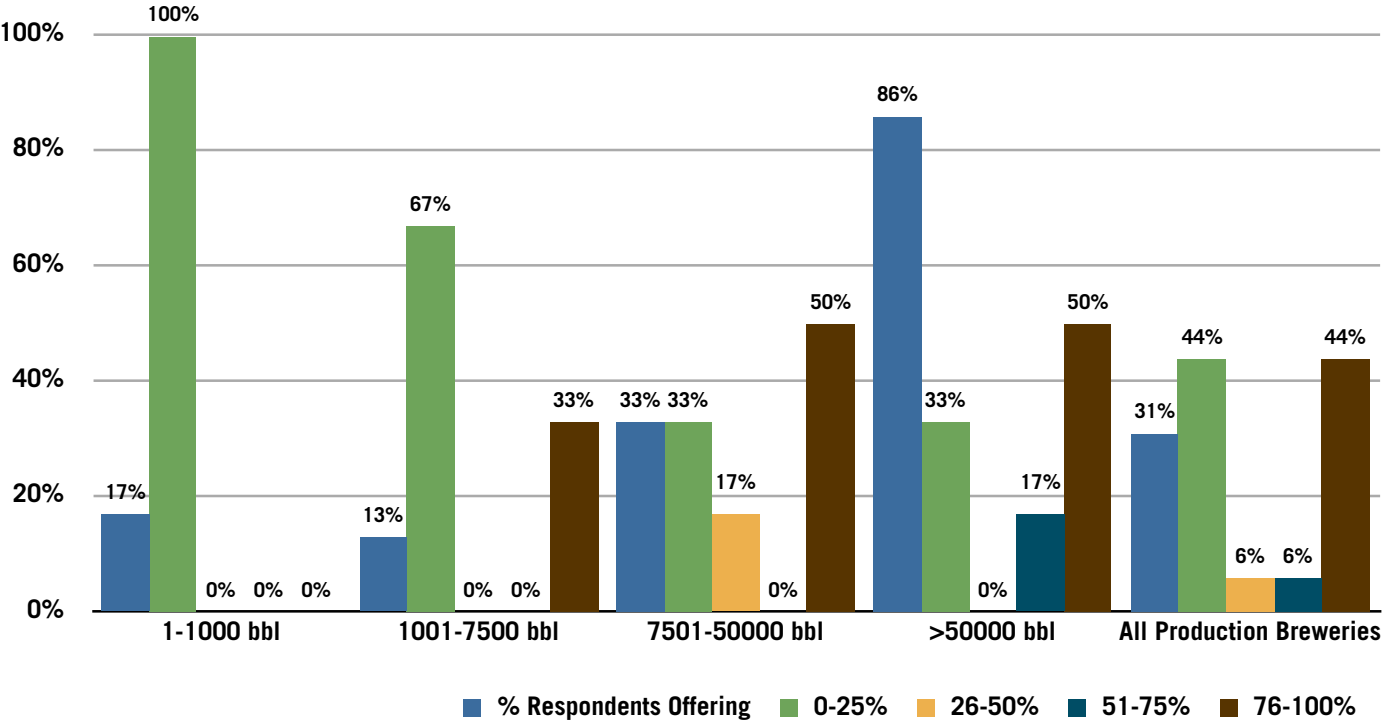
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

58. Disability Insurance - Restaurant Employees

Brewpub Companies, 2011 Production



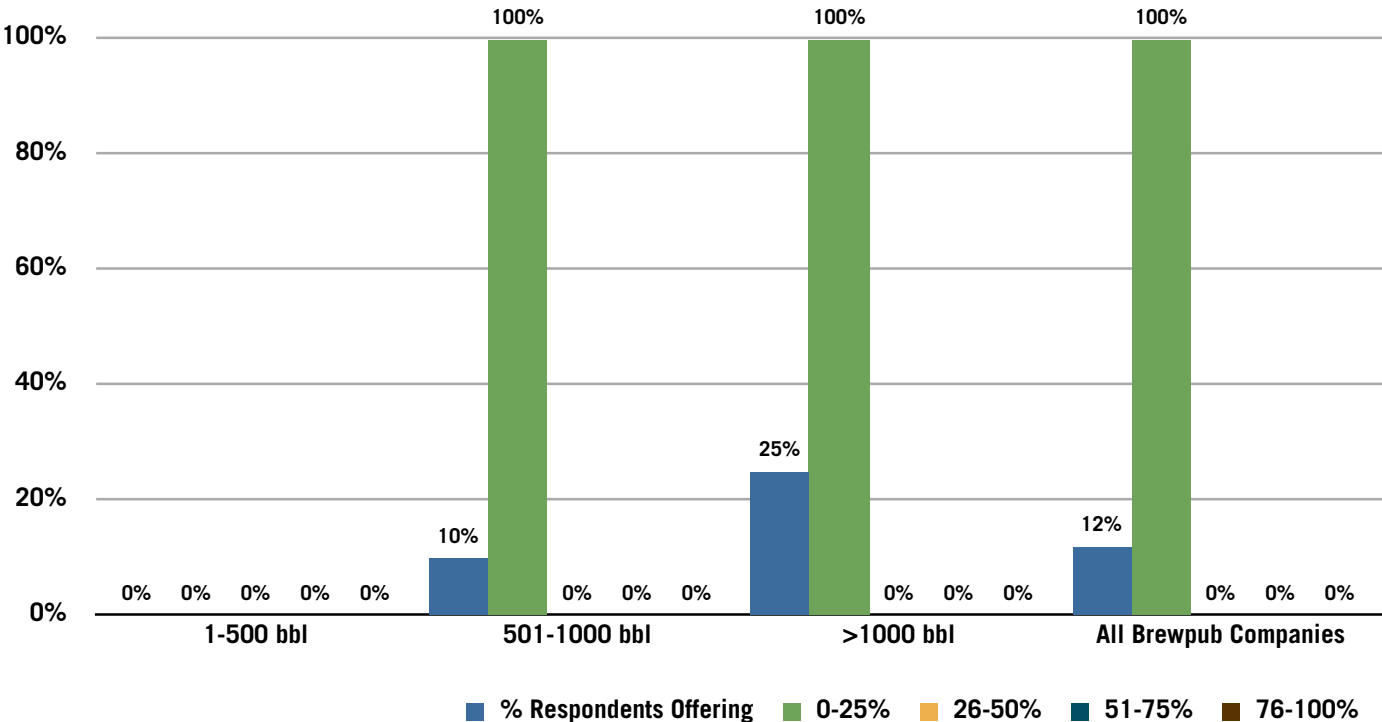
Production Breweries, 2011 Production



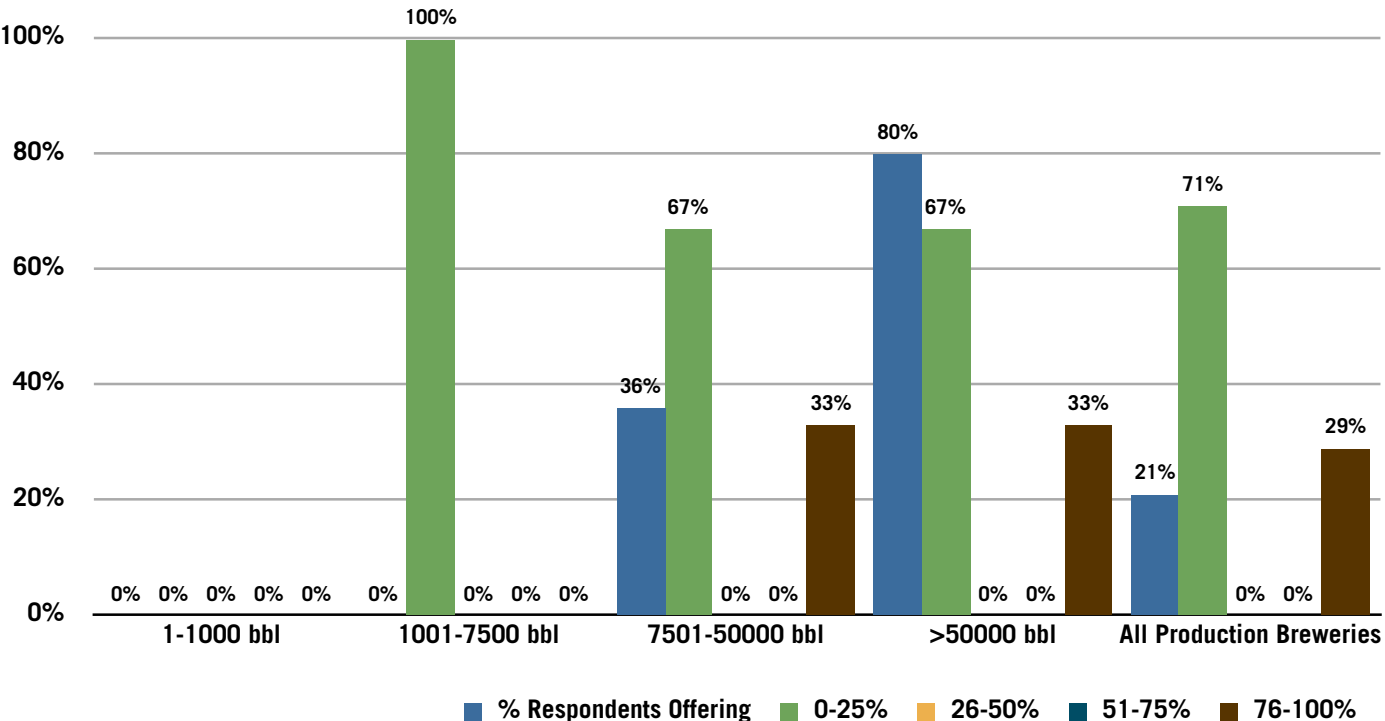
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

59. Other Insurance - Restaurant Employees

Brewpub Companies, 2011 Production



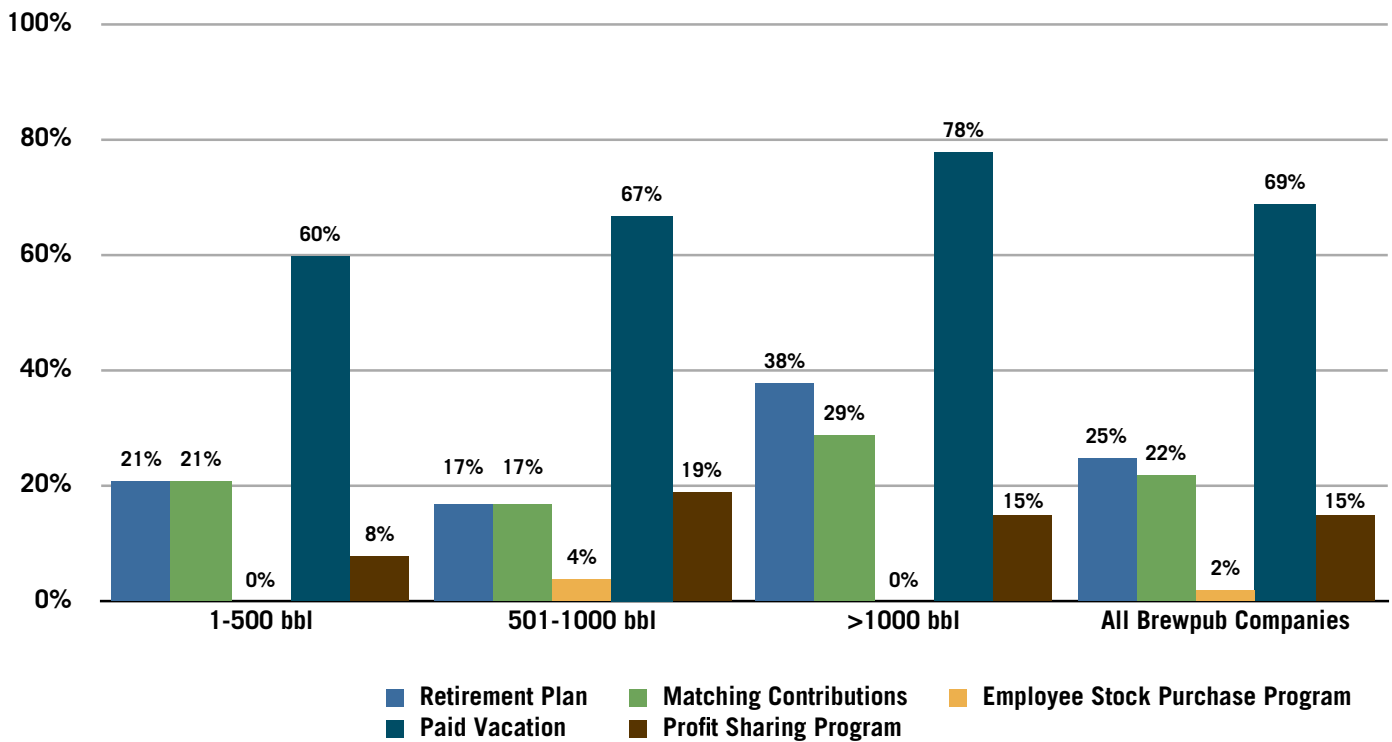
Production Breweries, 2011 Production



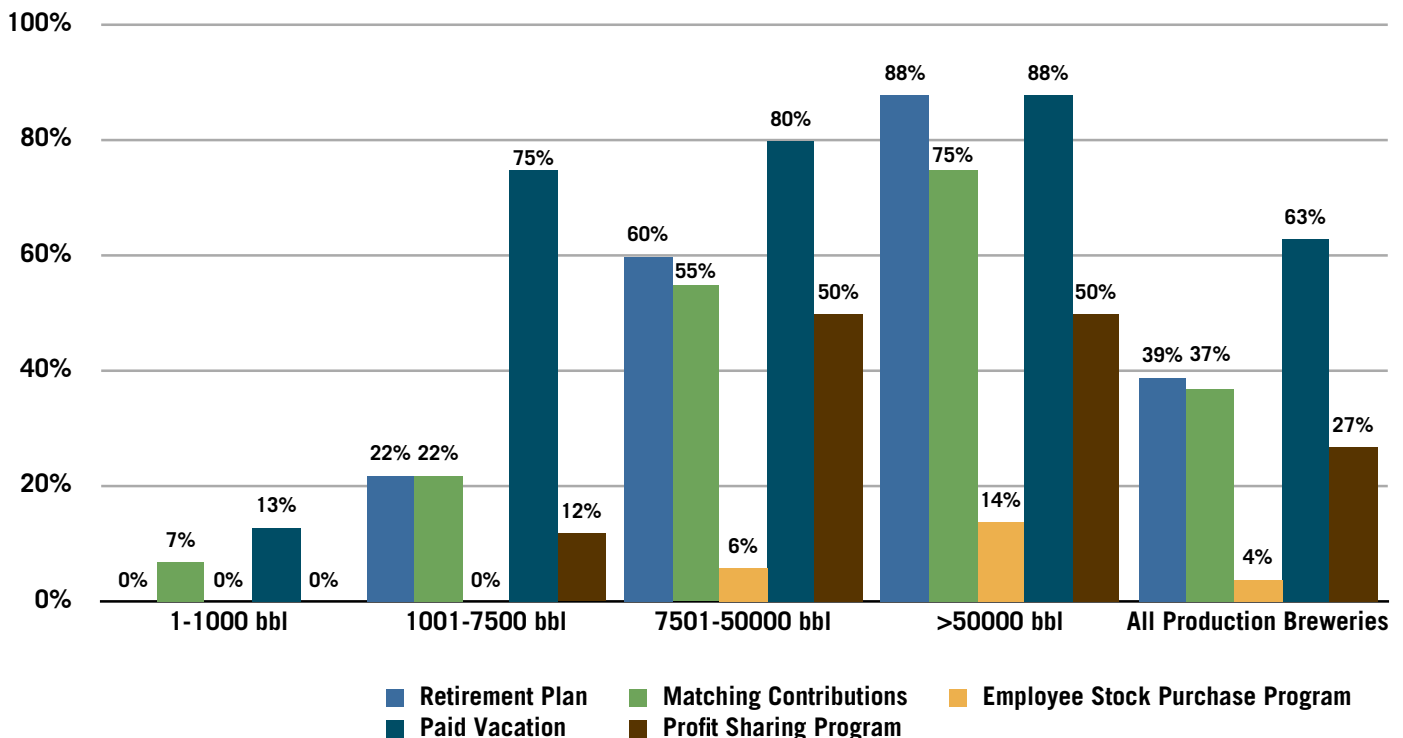
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit. Other Insurance specified by respondents included - vision(5), AFLAC/supplemental(2), HSA, accidental death/dismemberment, preventive, pet insurance.

61. % of Companies Offering Certain Benefits to Full-Time Brewery Production Employees

Brewpub Companies, 2011 Production



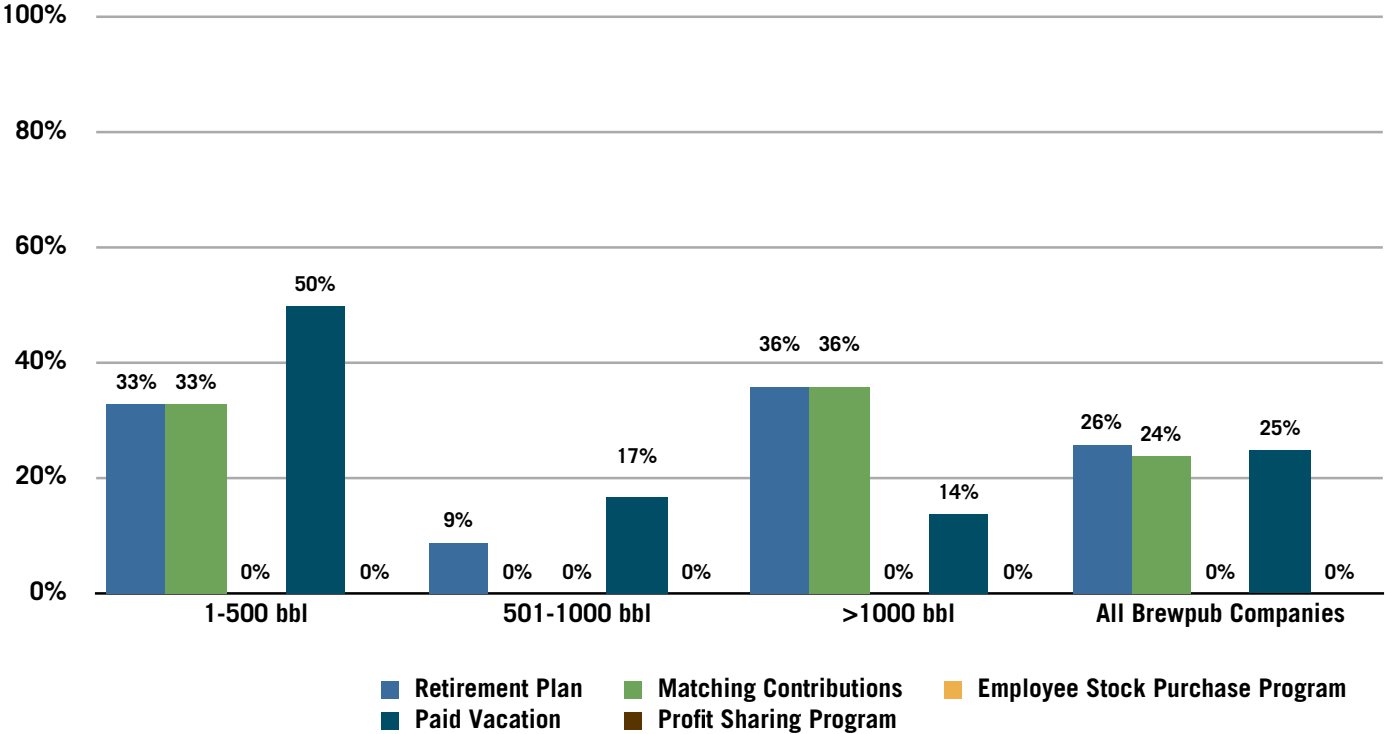
Production Breweries, 2011 Production



Notes: Other non-insurance benefits specified by respondents included - cell phone, free beer, prepaid legal.

62. % of Companies Offering Certain Benefits to Part-Time Brewery Production Employees

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production

