

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

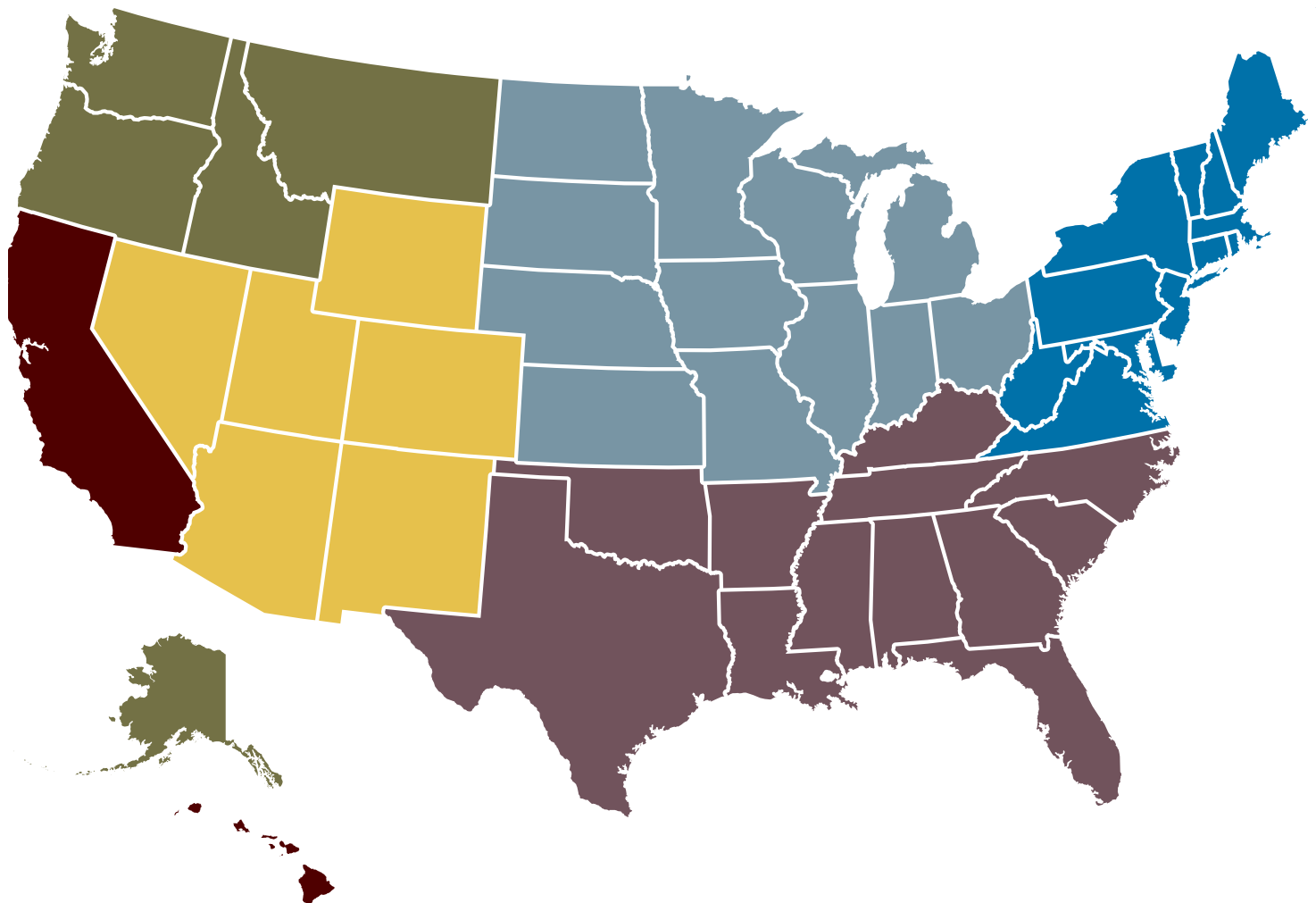
Mountain West Arizona, Colorado, Nevada, New Mexico, Utah, Wyoming

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

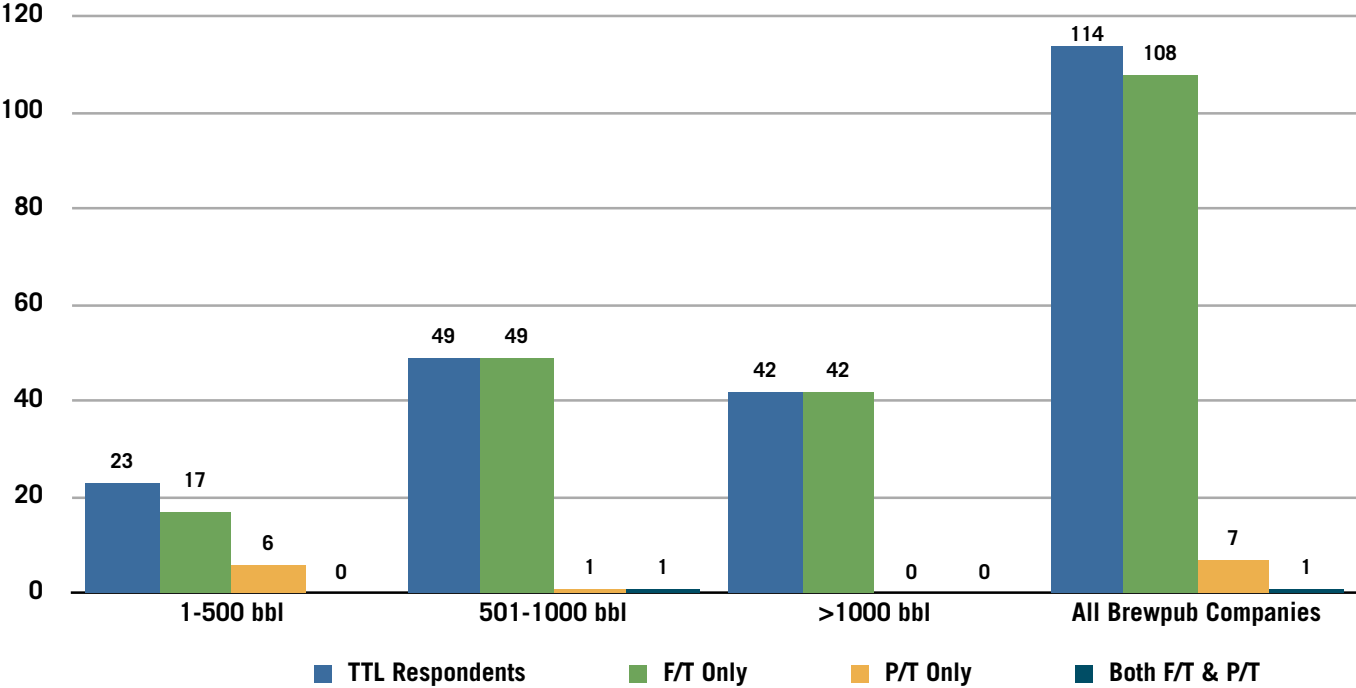
South Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas



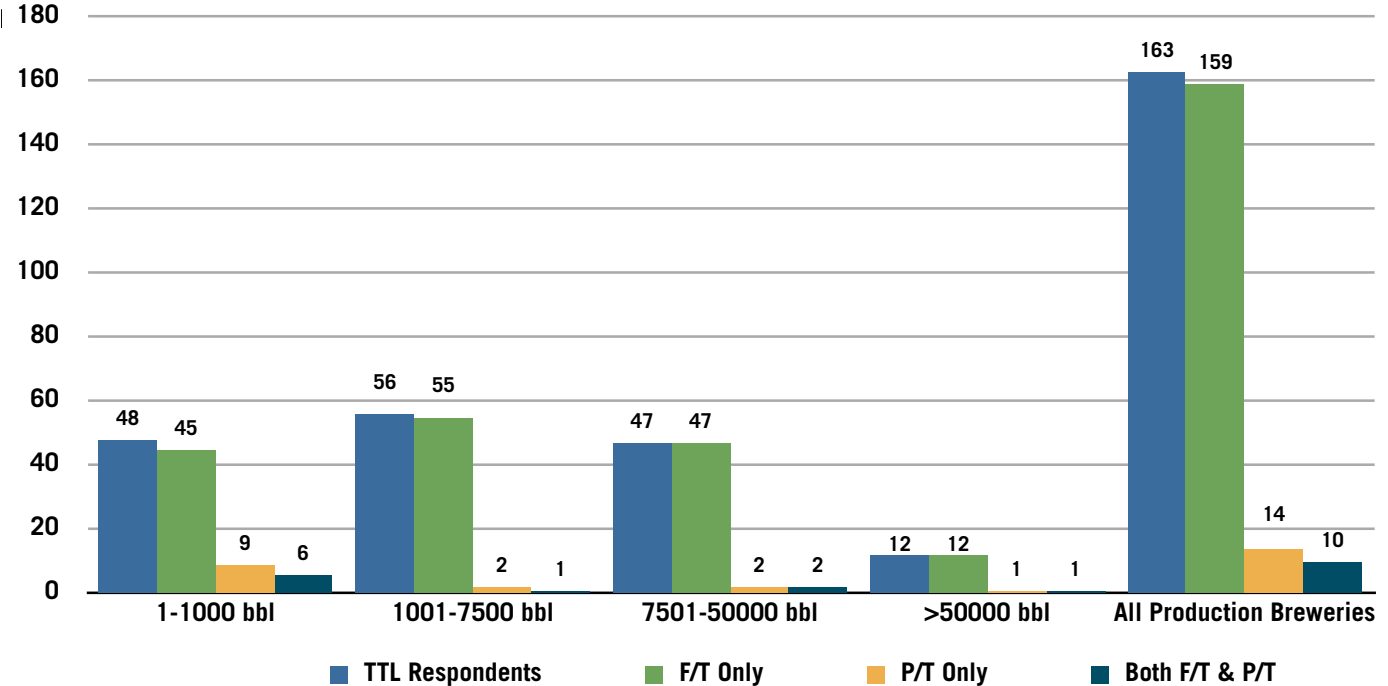
RESPONDENTS WITH F/T AND P/T POSITIONS

1. # Respondents with F/T and P/T Brewmasters or Lead Brewers

Brewpub Companies, 2011 Production

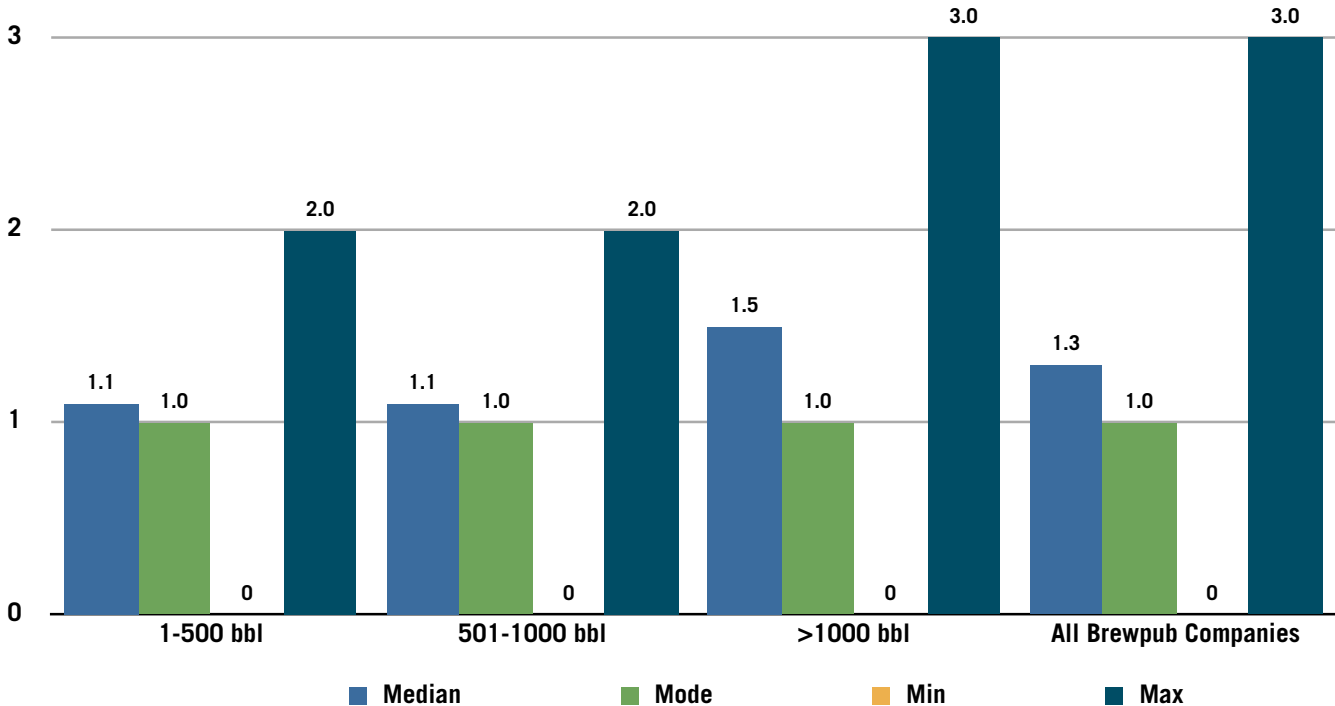


Production Breweries, 2011 Production

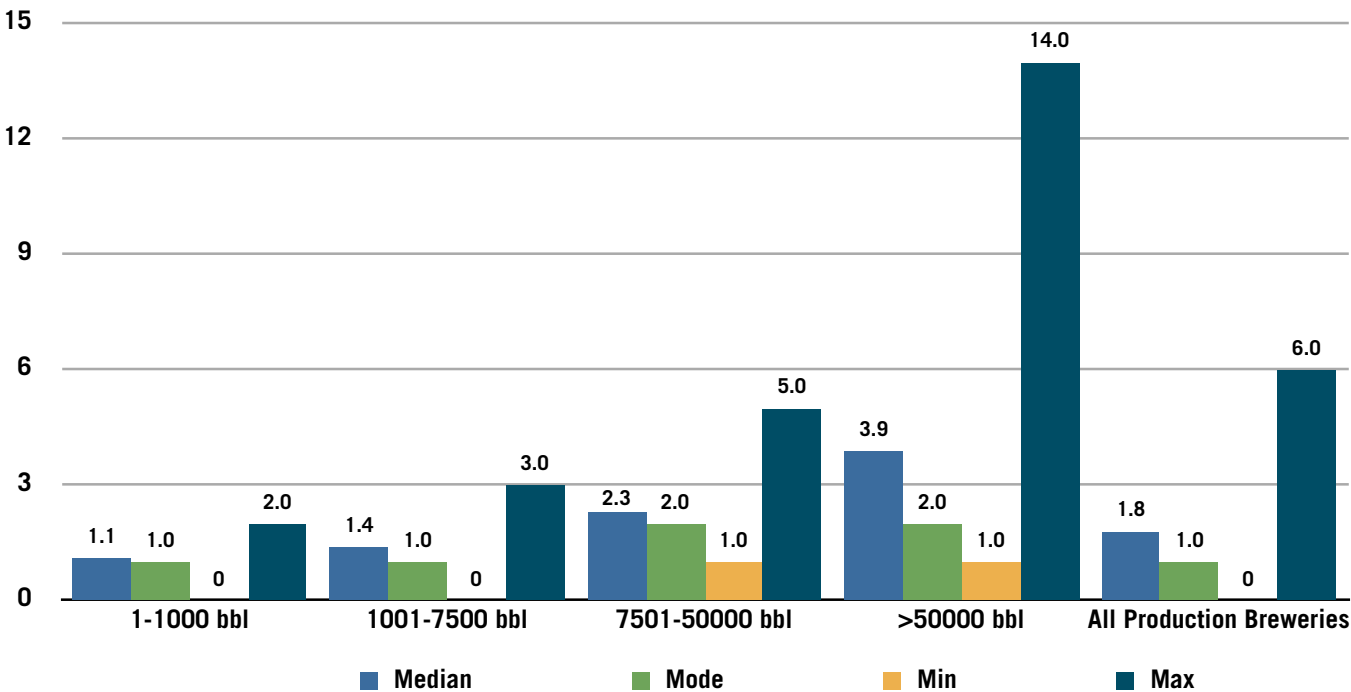


2. Employees - F/T Brewmasters or Lead Brewers

Brewpub Companies, 2011 Production

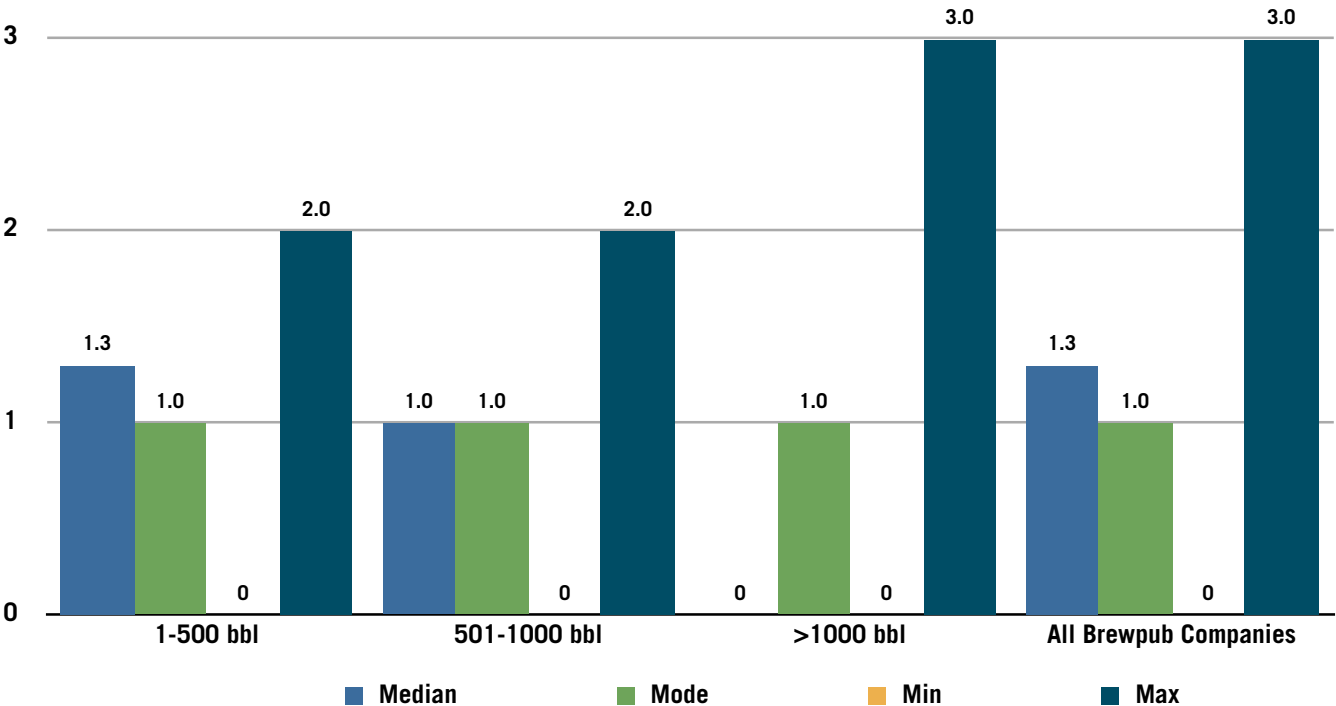


Production Breweries, 2011 Production

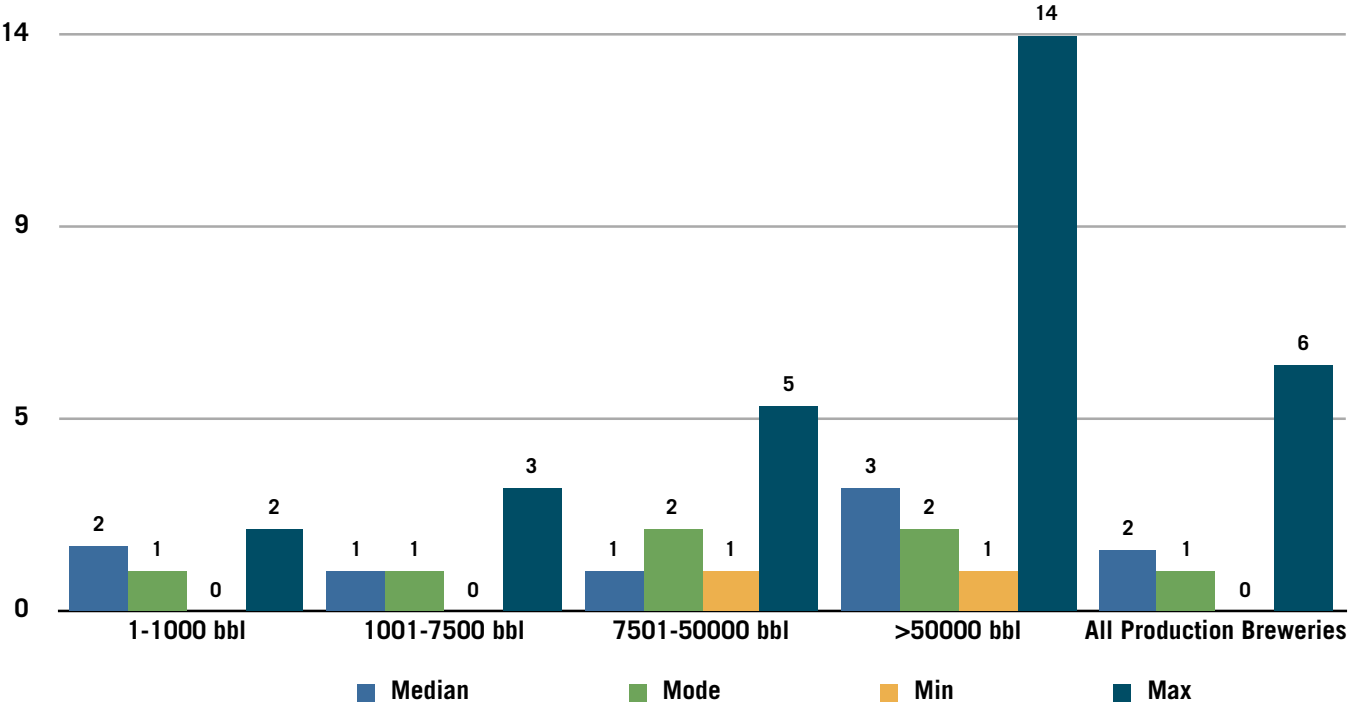


3. Employees - P/T Brewmasters or Lead Brewers

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production

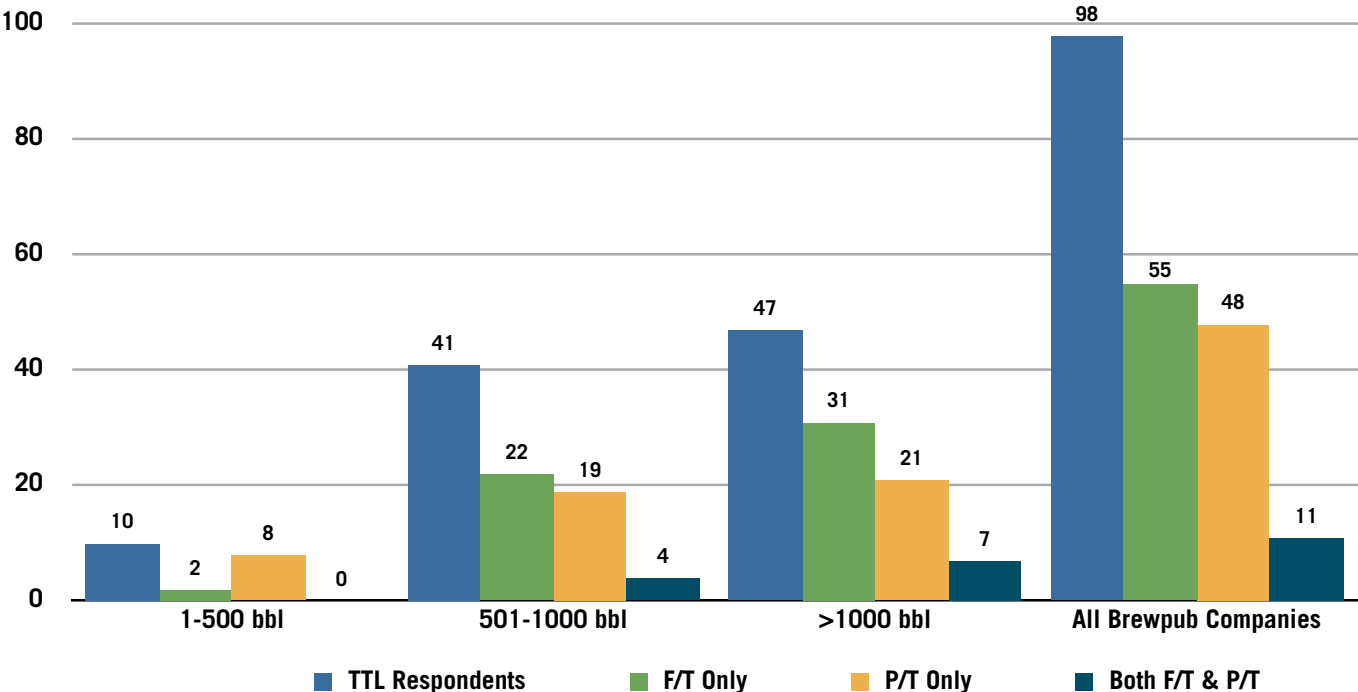


4. Employees - Average Barrels per F/T Brewmasters or Lead Brewers

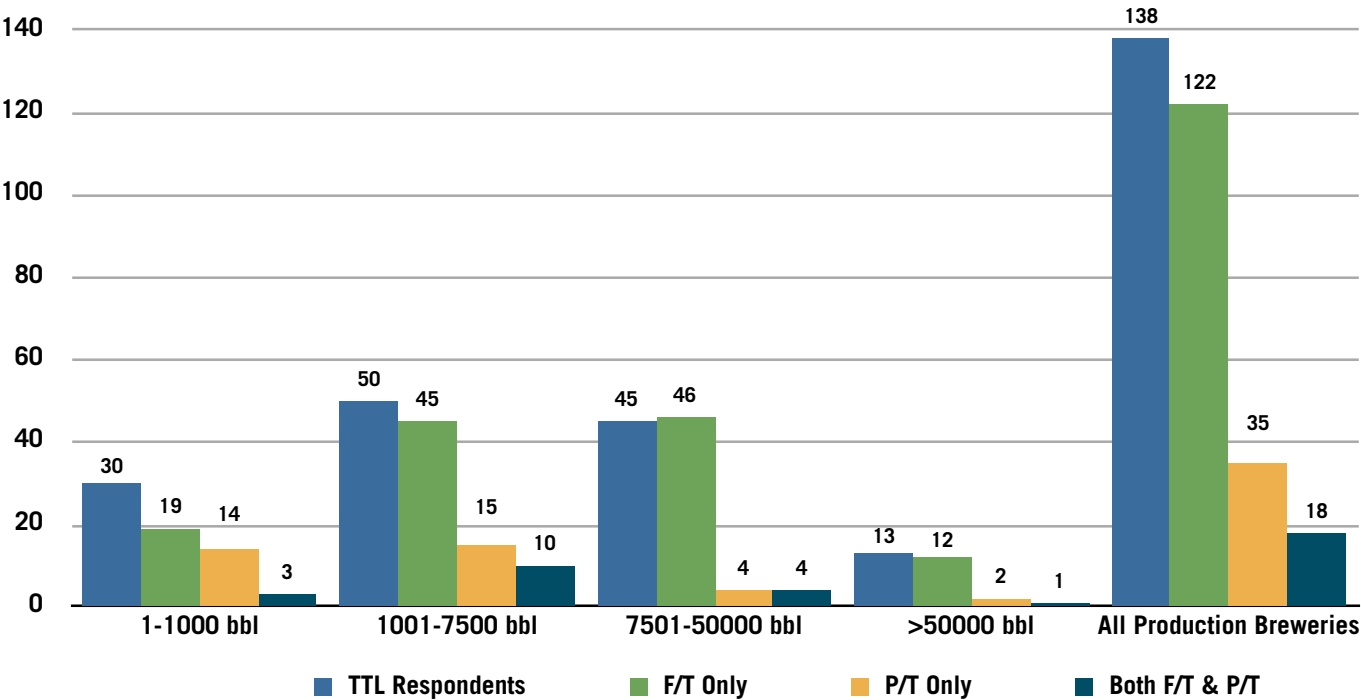
Brewpub Companies - F/T Brewmasters/Lead Brewers	Avg 2011 Barrelage	Median 2011 Barrelage	Min 2011 Barrelage	Max 2011 Barrelage
1	921	800	150	2750
2	2,403	1900	150	>7500
3	>2,400	>2400	n/a	n/a
Production Breweries - F/T Brewmasters/Lead Brewers	Avg 2011 Barrelage	Median 2011 Barrelage	Min 2011 Barrelage	Max 2011 Barrelage
1	7,211	1,300	3	>100,000
2	32,336	8,000	50	>500,000
3	25,368	>10,000	>1,000	>140,000
4 or 5	47,533	>35,000	>9,000	>115,000
>5	>200,000	n/a	n/a	n/a

5. # Respondents with F/T and P/T Asst Brewers, Shift Brewers & Cellarmen

Brewpub Companies, 2011 Production

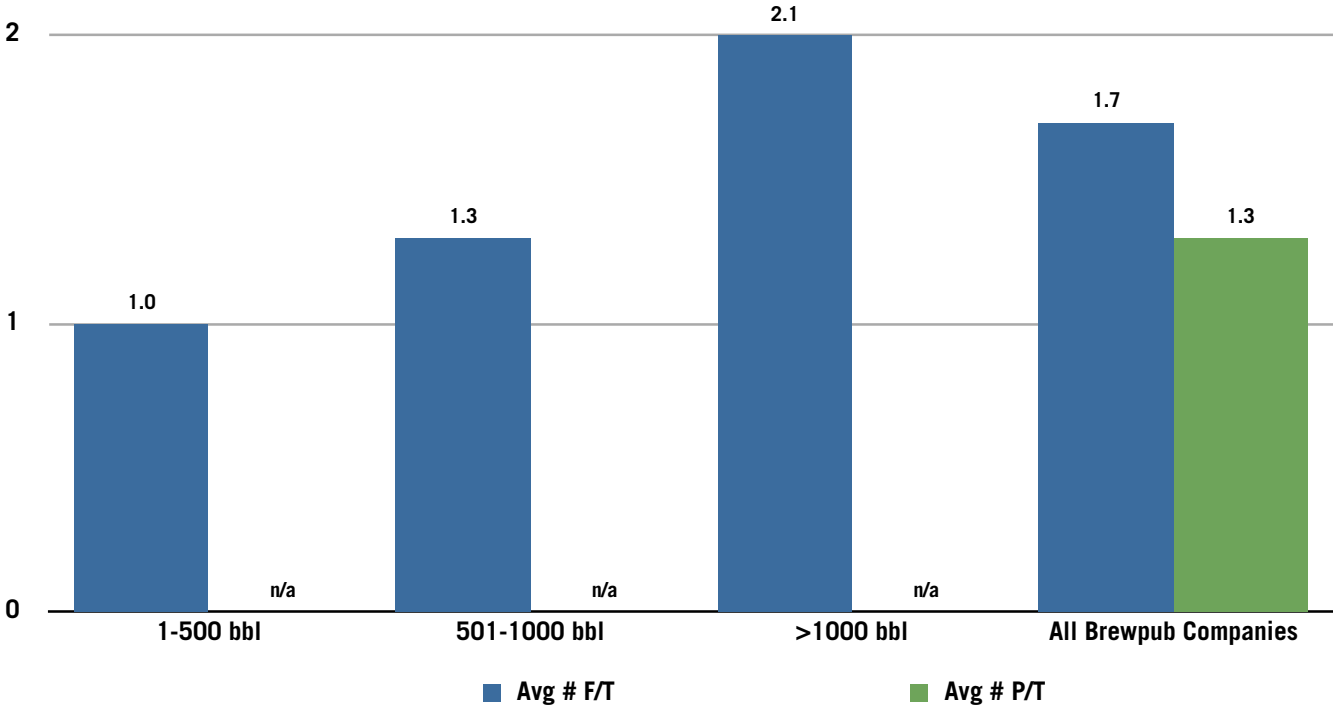


Production Breweries, 2011 Production

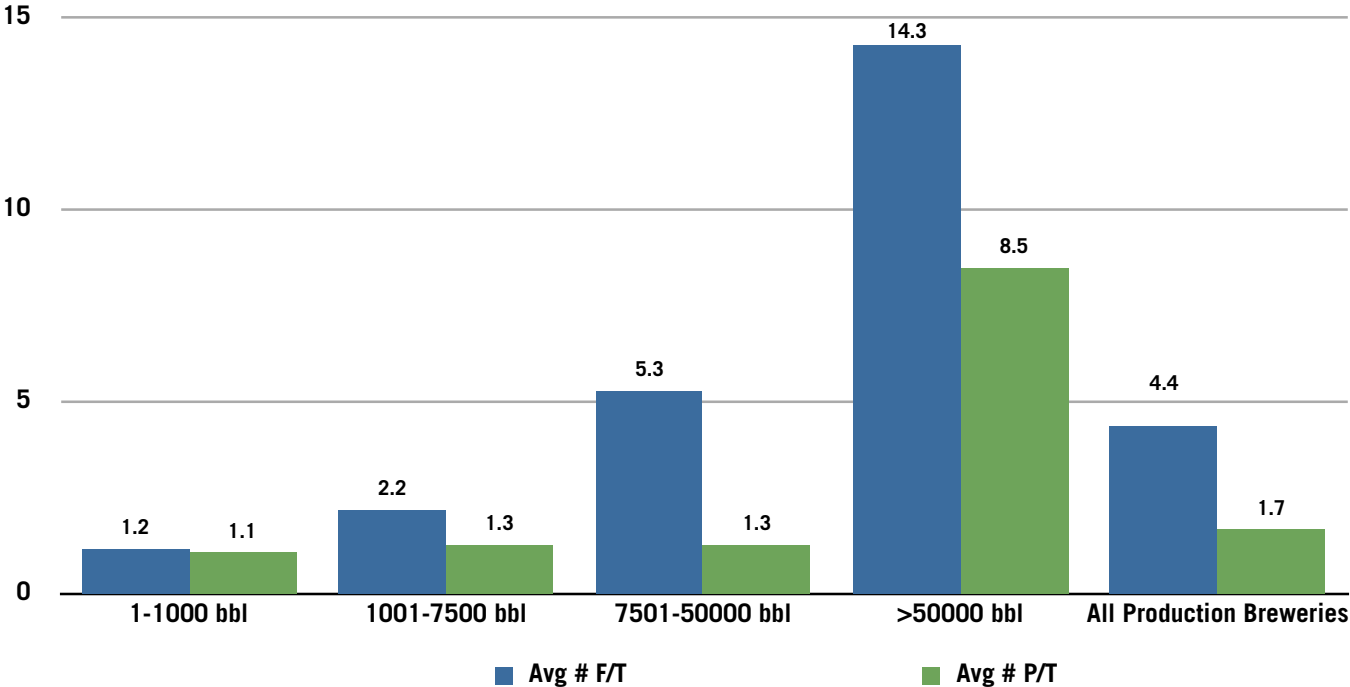


6. Employees - Asst Brewers, Shift Brewers & Cellarmen

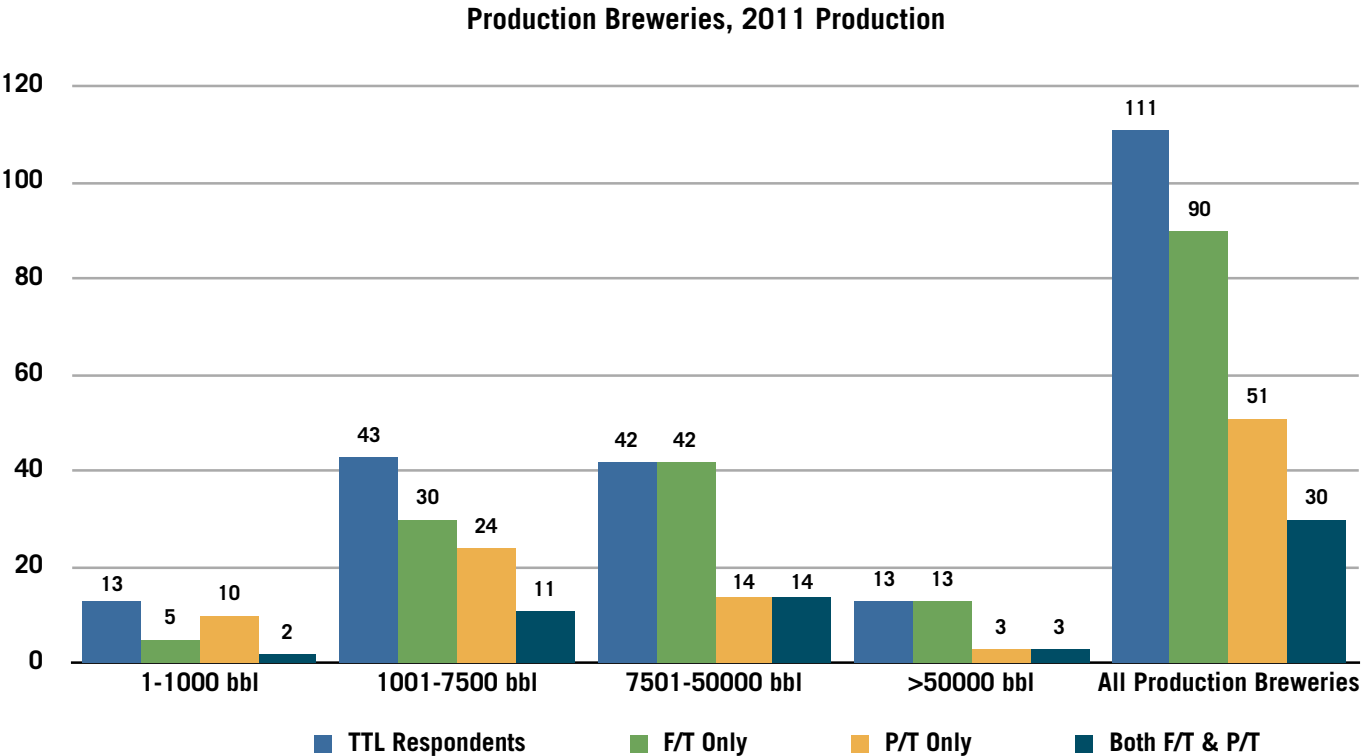
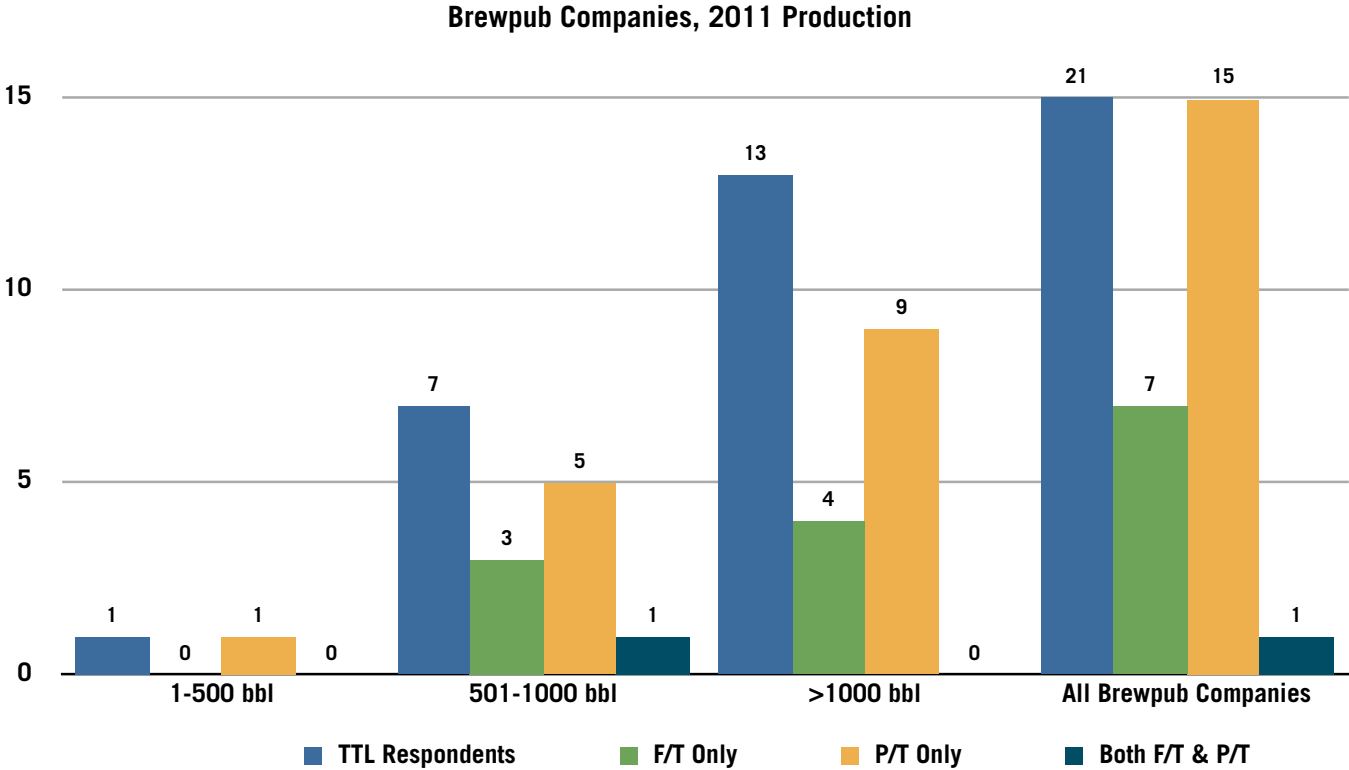
Brewpub Companies, 2011 Production



Production Breweries, 2011 Production

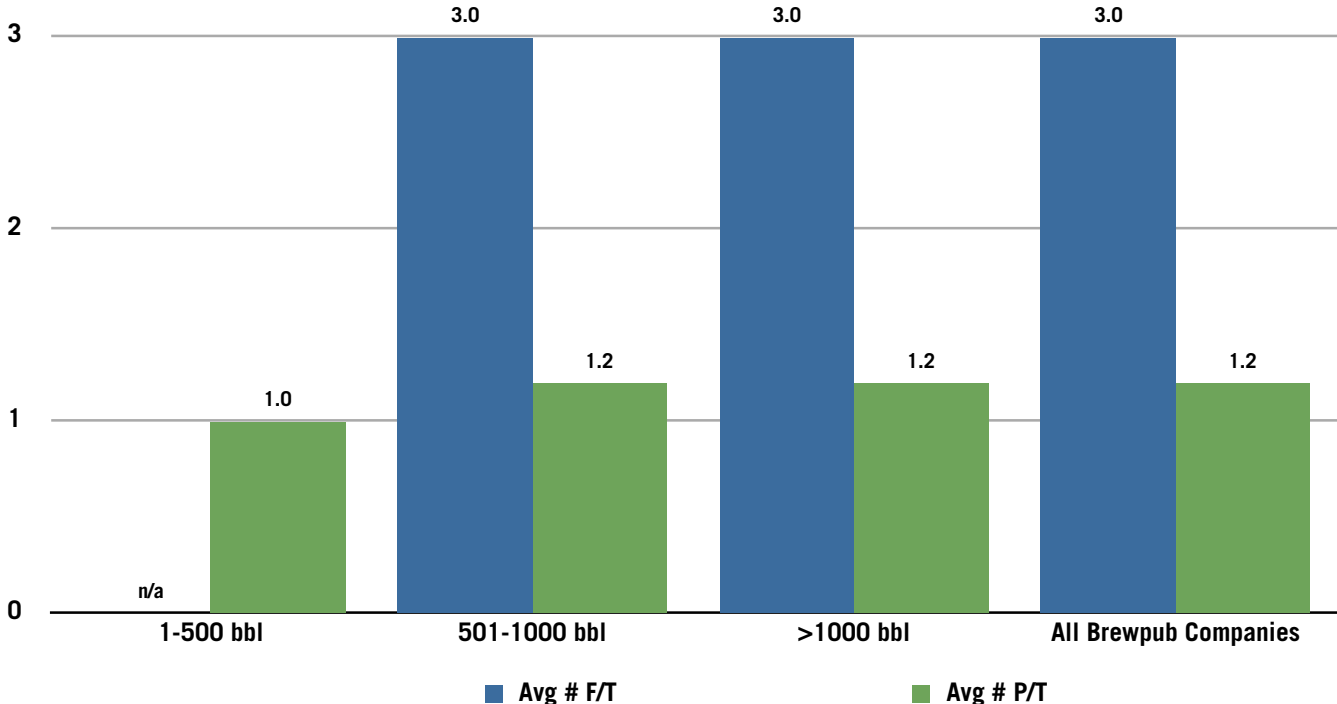


7. Respondents with F/T and P/T Packaging and Draught Line Employees

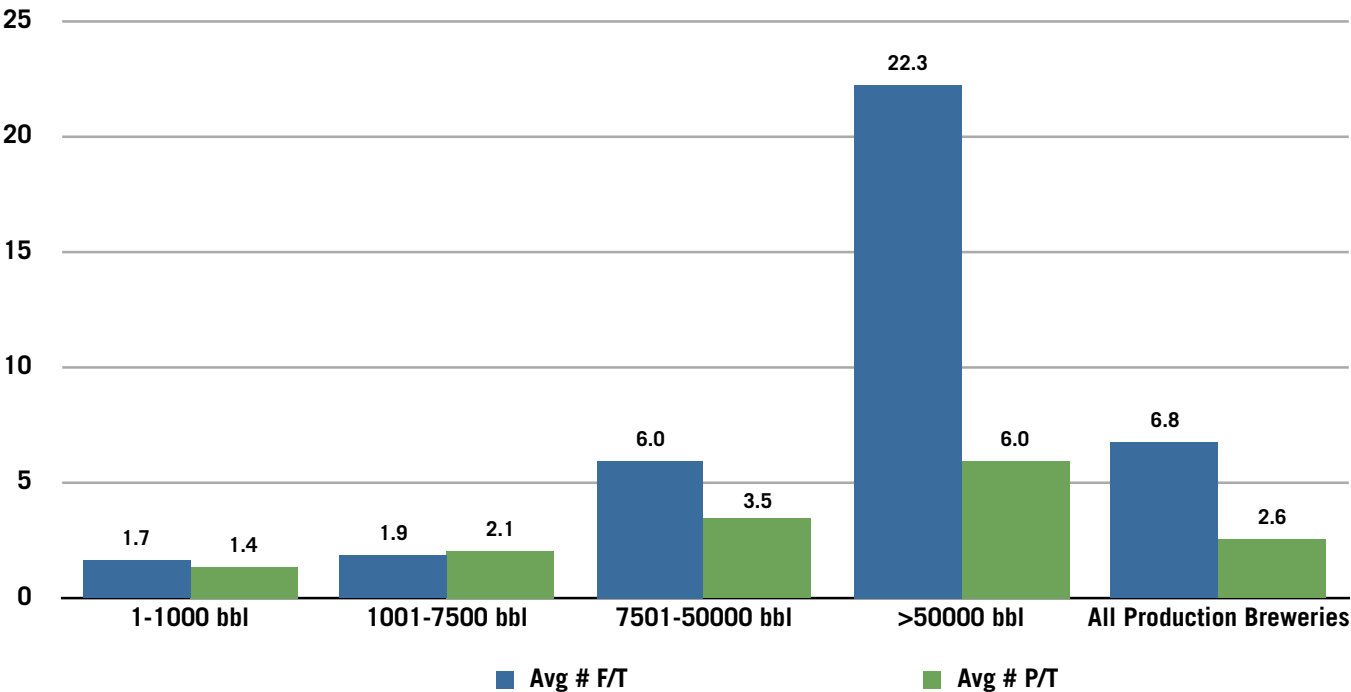


8. Employees - Packaging and Draught Line Employees

Brewpub Companies, 2011 Production

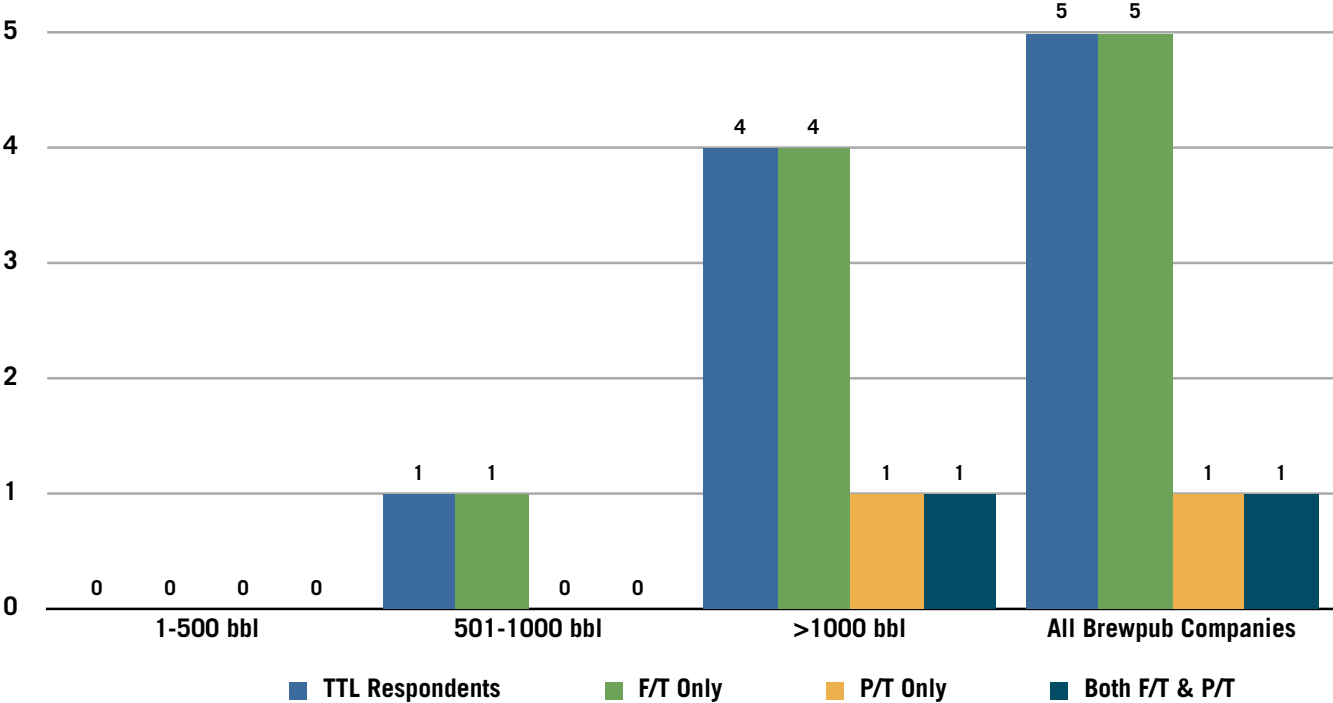


Production Breweries, 2011 Production

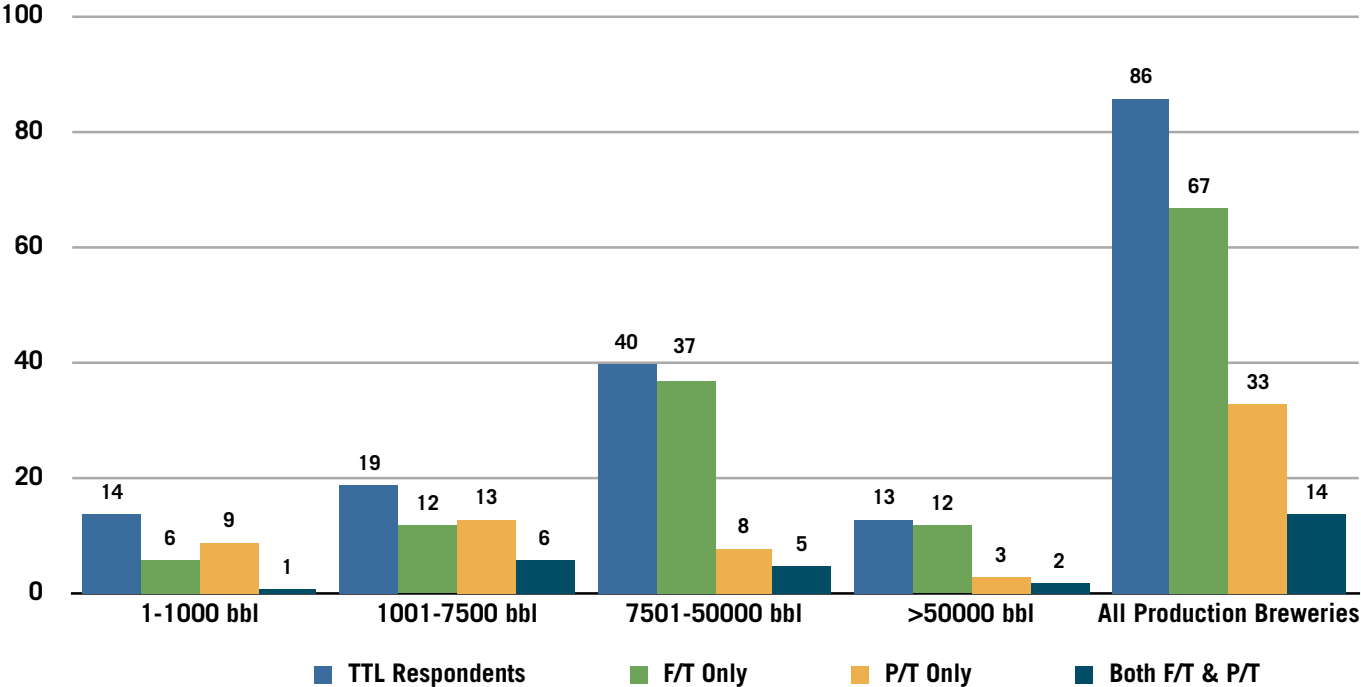


9. # Respondents with F/T and P/T QC/QA/Sensory, Lab, R&D, All Other Production Employees

Brewpub Companies, 2011 Production

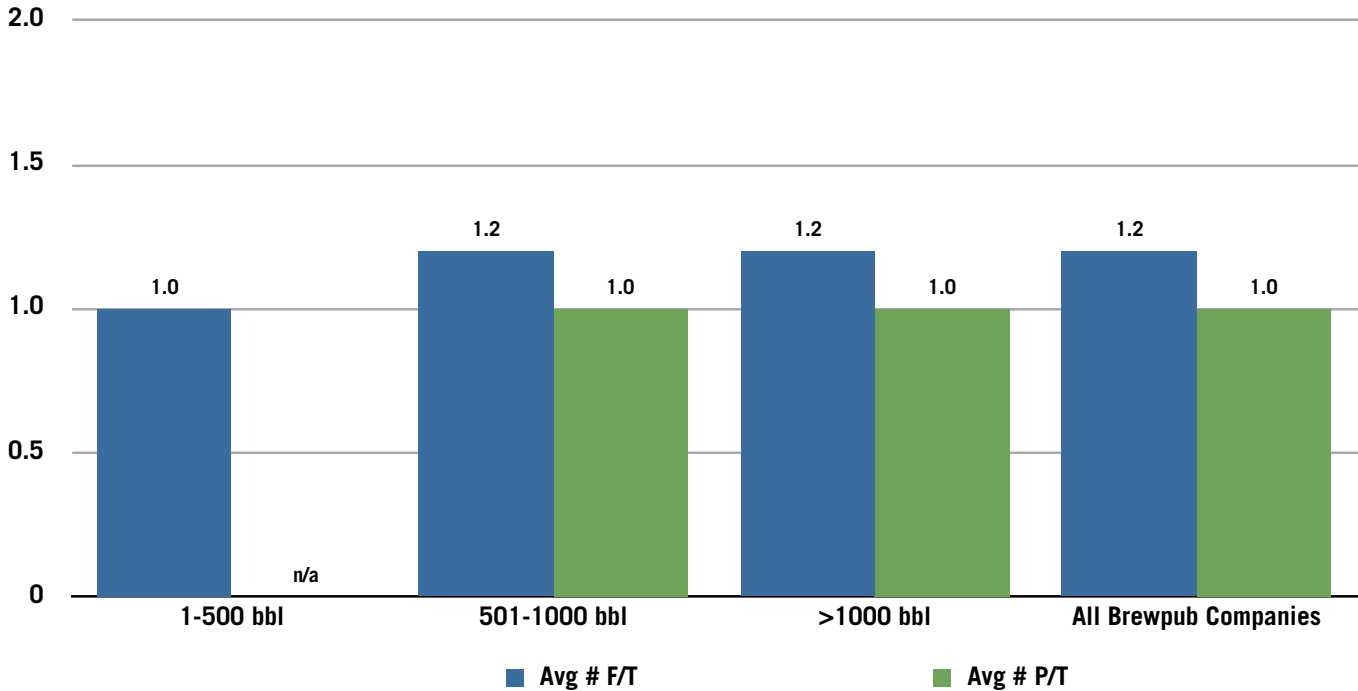


Production Breweries, 2011 Production

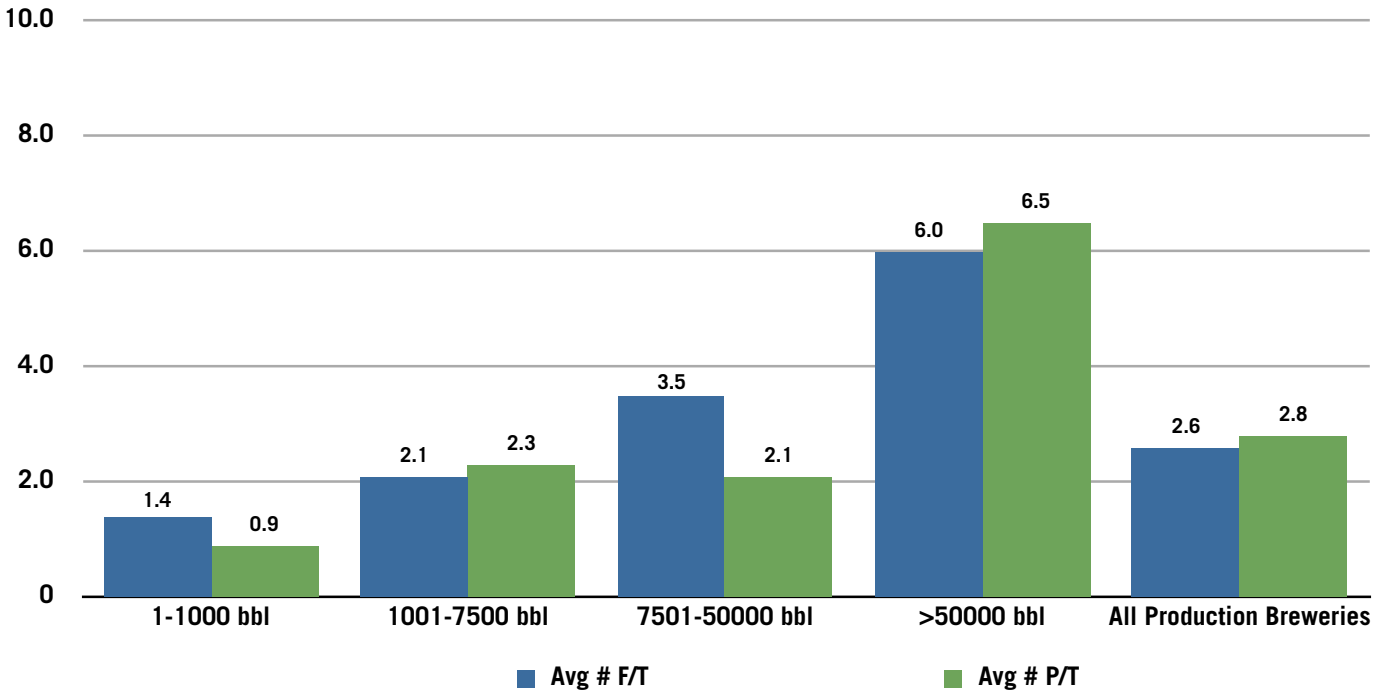


10. Employees - QC/QA/Sensory, Lab, R&D, All Other Production Employees

Brewpub Companies, 2011 Production



Production Breweries, 2011 Production



SALARIES AND COMBINED SALARIES PLUS BONUS PER BBL

11. Full-Year Salary Per Barrel - F/T Corporate Brewer or Principal Brewer

Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-7500 bbl	5	\$43.25	\$20.93	\$73.33	\$84.21	\$10.00
7501-50,000 bbl	10	\$3.84	\$2.54	\$5.42	\$1.32	\$10.26
>50,000 bbl	4	\$1.06	\$1.08	\$1.77	\$0.26	\$1.83
All Production Breweries	19	\$13.63	\$2.57	\$10.13	\$0.26	\$10.00

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Corporate brewer salary reported only for those companies who differentiated this category from brewmasters, operations/production managers, head brewers and/or assistant brewers. Brewpub corporate brewer salary results not reported due to low sample size.

13. Full-Year Bonus Per Barrel - F/T Corporate Brewer or Principal Brewer

Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1-7500 bbl	6	\$5.02	\$2.72	\$3.46	\$0.75	\$20.00
>7,500 bbl	14	\$0.24	\$0.14	\$0.29	\$0.03	\$0.82
All Production Breweries	20	\$1.68	\$0.27	\$0.79	\$0.03	\$20.00

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages. Corporate brewer bonus reported only for those companies who differentiated this category from brewmasters, operations/production managers, head brewers and/or assistant brewers. Brewpub corporate brewer salary results not reported due to low sample size.

14. Full-Year Salary Plus Bonus Per Barrel - F/T Corporate Brewer or Principal Brewer

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
>7,500 bbl	10	\$2.48	\$2.26	\$2.87	\$0.29	\$7.00

Notes: Salary plus bonus reported only for those companies who reported both figures for the job category. Brewpub corporate brewer salary results not reported due to low sample size.

15. Full-Year Salary Per Barrel - P/T Corporate Brewer or Principal Brewer

Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
All Production Breweries	4	\$88.50	\$73.33	\$135.83	\$24.00	\$183.33

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Corporate brewer salary reported only for those companies who differentiated this category from brewmasters, operations/production managers, head brewers and/or assistant brewers. Production Breweries corporate brewer salary results not reported due to low sample size.

16. Full-Year Salary Per Barrel - F/T Brewmasters

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-500 bbl	13	\$115.77	\$114.29	\$120.00	\$60.00	\$185.71
501-1000 bbl	42	\$59.25	\$57.24	\$68.40	\$31.58	\$100.00
>1000 bbl	28	\$32.12	\$31.36	\$39.95	\$9.39	\$64.29
All Brewpub Companies	83	\$58.95	\$50.00	\$71.25	\$9.39	\$185.71
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	25	\$143.26	\$53.13	\$166.67	\$15.00	\$720.00
1-7500 bbl	42	\$20.55	\$17.77	\$29.02	\$6.67	\$43.33
7501-50,000 bbl	32	\$4.11	\$3.56	\$5.66	\$1.05	\$14.40
>50,000 bbl	9	\$0.89	\$0.90	\$1.23	\$0.14	\$1.82
All Production Breweries	108	\$42.44	\$12.93	\$34.71	\$0.14	\$720.00

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Brewmaster salary reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, head brewers and/or assistant brewers.

17. Full-Year Bonus Per Barrel - F/T Brewmasters

Brewpub Companies, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1-500 bbl	2	\$7.22	\$7.22	\$10.75	\$0.15	\$14.29
501-1000 bbl	18	\$10.25	\$7.50	\$13.99	\$0.37	\$38.82
>1000 bbl	9	\$1.77	\$1.67	\$2.33	\$0.47	\$4.17
All Brewpub Companies	29	\$7.41	\$3.00	\$11.20	\$0.15	\$38.82
Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1-1000 bbl	6	\$18.45	\$14.02	\$0.75	\$1.15	\$58.75
1-7500 bbl	14	\$11.52	\$2.11	\$3.00	\$0.31	\$126.92
7501-50,000 bbl	18	\$0.29	\$0.20	\$0.42	\$0.03	\$0.82
>50,000 bbl	7	\$0.34	\$0.06	\$0.65	\$0.01	\$0.91
All Production Breweries	45	\$6.21	\$0.55	\$2.22	\$0.01	\$126.92

Notes: Brewmaster data reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, head brewers and/or assistant brewers. "Bonus" includes bonus, profit sharing, commissions, tips, and any other non-wage, non-salary compensation.

18. Full-Year Salary Plus Bonus Per Barrel - F/T Brewmasters

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1-500 bbl	2	\$94.36	\$94.36	\$111.47	\$60.15	\$128.57
501-1000 bbl	17	\$71.89	\$70.83	\$86.43	\$31.95	\$103.64
>1000 bbl	9	\$31.25	\$33.83	\$35.00	\$11.43	\$47.33
All Brewpub Companies	28	\$60.44	\$61.33	\$77.97	\$11.43	\$128.57
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1-1000 bbl	6	\$175.51	\$65.52	\$0.75	\$30.56	\$740.00
1-7500 bbl	14	\$27.49	\$15.37	\$22.53	\$7.30	\$165.38
7501-50,000 bbl	18	\$3.39	\$2.77	\$4.28	\$1.16	\$8.75
>50,000 bbl	7	\$1.11	\$1.09	\$1.51	\$0.16	\$2.73
All Production Breweries	45	\$33.48	\$5.53	\$22.22	\$0.16	\$740.00

Notes: Brewmaster data reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, head brewers and/or assistant brewers. Salary plus bonus reported only for those companies who reported both figures for the job category.

19. Full-Year Salary Per Barrel - F/T Brewery Operations/Production Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	5	\$68.27	\$60.00	\$68.42	\$40.00	\$253.33
>1000 bbl	7	\$15.30	\$17.27	\$18.86	\$7.06	\$20.00
All Brewpub Companies	12	\$48.24	\$19.77	\$52.50	\$7.06	\$253.33
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	3	\$24.80	\$26.01	\$26.08	\$22.22	\$26.15
1001-7500 bbl	20	\$13.31	\$10.60	\$16.10	\$5.06	\$29.17
7501-50,000 bbl	26	\$3.35	\$2.53	\$4.46	\$1.05	\$9.00
>50,000 bbl	8	\$0.78	\$0.75	\$1.20	\$0.24	\$1.32
All Production Breweries	57	\$7.62	\$4.71	\$9.33	\$0.24	\$29.17

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Brewery operations/production manager salary reported for those companies who differentiated this category from corporate/principal brewers and/or brewmasters, head brewers and/or assistant brewers.

20. Full-Year Bonus Per Barrel - F/T Brewery Operations/Production Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
All Brewpub Companies	2	\$4.46	\$4.46	\$6.42	\$0.55	\$8.38
Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1-1000 bbl	0					
1001-7500 bbl	3	\$4.30	\$3.33	\$6.37	\$0.17	\$9.40
7501-50,000 bbl	15	\$0.41	\$0.18	\$0.60	\$0.02	\$1.50
>50,000 bbl	6	\$0.16	\$0.11	\$0.31	\$0.01	\$0.37
All Production Breweries	24	\$0.83	\$0.18	\$0.49	\$0.01	\$9.40

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages. Brewery operations/production manager bonus reported only for those companies who differentiated this category from brewmasters, corporate brewers, head brewers and/or assistant brewers.

21. Full-Year Salary Plus Bonus Per Barrel - F/T Brewery Operations/Production Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
All Brewpub Companies	2	\$17.08	\$17.08	\$17.91	\$15.44	\$18.73
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1-1000 bbl	0					
1001-7500 bbl	3	\$19.19	\$17.95	\$22.86	\$11.83	\$27.78
7501-50,000 bbl	15	\$3.49	\$2.26	\$4.44	\$1.17	\$10.25
>50,000 bbl	6	\$0.81	\$0.83	\$1.09	\$0.24	\$1.50
All Production Breweries	24	\$4.78	\$2.00	\$5.98	\$0.24	\$27.78

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

22. Full-Year Salary Per Barrel - F/T Head Brewer

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-500 bbl	3	\$132.89	\$152.00	\$159.33	\$80.00	\$166.67
501-1000 bbl	11	\$33.62	\$35.00	\$36.74	\$9.00	\$57.89
>1000 bbl	23	\$25.29	\$25.00	\$31.25	\$6.98	\$54.55
All Brewpub Companies	37	\$36.49	\$29.23	\$35.71	\$6.98	\$166.67
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	7	\$40.91	\$38.46	\$45.33	\$26.01	\$70.00
1001-7500 bbl	26	\$14.12	\$12.72	\$19.63	\$4.00	\$38.18
7501-50,000 bbl	34	\$3.08	\$2.57	\$3.95	\$0.88	\$12.97
>50,000 bbl	7	\$0.95	\$0.47	\$0.62	\$0.13	\$4.22
All Production Breweries	74	\$10.34			\$0.13	\$70.00

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Head brewer salary reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, brewmasters and/or assistant brewers.

23. Full-Year Bonus Per Barrel - F/T Head Brewer

Brewpub Companies, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1-500 bbl	1	\$16.00				
501-1000 bbl	7	\$2.00	\$0.59	\$1.03	\$0.33	\$10.00
>1000 bbl	13	\$10.77	\$2.27	\$4.27	\$0.36	\$46.00
All Brewpub Companies	21	\$8.09	\$1.54	\$4.27	\$0.33	\$46.00
Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1-1000 bbl	3	\$12.80	\$6.00	\$18.63	\$1.15	\$31.25
1001-7500 bbl	11	\$3.41	\$0.92	\$1.38	\$0.17	\$25.00
7501-50,000 bbl	18	\$0.14	\$0.10	\$0.18	\$0.02	\$0.40
>50,000 bbl	6	\$0.06	\$0.04	\$0.08	\$0.01	\$0.19
All Production Breweries	38	\$2.07	\$0.17	\$0.38	\$0.01	\$31.25

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages. Head brewer bonus reported only for those companies who differentiated this category from brewmasters, corporate brewers, brewery operations/production managers and/or assistant brewers.

24. Full-Year Salary Plus Bonus Per Barrel - F/T Head Brewer

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1-500 bbl	1	\$96.00				
501-1000 bbl	7	\$36.09	\$35.50	\$42.03	\$20.00	\$54.33
>1000 bbl	12	\$37.38	\$29.13	\$43.59	\$8.14	\$95.45
All Brewpub Companies	20	\$39.86	\$32.09	\$48.83	\$8.14	\$96.00
Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1-1000 bbl	3	\$59.37	\$62.50	\$69.25	\$39.62	\$76.00
1001-7500 bbl	9	\$16.52	\$12.31	\$20.00	\$5.59	\$45.00
7501-50,000 bbl	18	\$2.79	\$1.99	\$4.37	\$0.96	\$5.31
>50,000 bbl	6	\$0.47	\$0.50	\$0.57	\$0.14	\$0.86
All Production Breweries	36	\$10.55	\$3.79	\$8.73	\$0.14	\$76.00

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

25. Full-Year Salary Plus Bonus Per Barrel - P/T Head Brewer

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
All Brewpub Companies	4	\$30.09	\$16.41	\$34.55	\$7.53	\$80.00

Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
All Production Breweries	1	\$11.11				

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Head brewer salary reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, brewmasters and/or assistant brewers.

26. Full-Year Salary Per Barrel - F/T Assistant Brewer

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-500 bbl	1	\$133.33				
501-1000 bbl	20	\$34.75	\$29.78	\$43.98	\$14.29	\$75.00
>1000 bbl	25	\$14.81	\$14.77	\$20.00	\$3.73	\$24.62
All Brewpub Companies	46	\$26.06	\$21.66	\$29.50	\$3.73	\$133.33

Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	11	\$46.13	\$37.70	\$60.00	\$11.11	\$100.00
1001-7500 bbl	32	\$11.36	\$9.12	\$16.79	\$3.43	\$27.14
7501-50,000 bbl	36	\$2.31	\$2.07	\$3.54	\$0.71	\$5.41
>50,000 bbl	6	\$0.52	\$0.25	\$0.64	\$0.08	\$1.61
All Production Breweries	85	\$11.26	\$4.44	\$11.25	\$0.08	\$100.00

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Assistant brewer salary reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, brewmasters and/or head brewers.

27. Full-Year Bonus Per Barrel - F/T Assistant Brewer

Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1001-7500 bbl	11	\$1.33	\$0.46	\$1.59	\$0.04	\$5.13
7501-50,000 bbl	17	\$0.41	\$0.11	\$0.15	\$0.02	\$4.10
>50,000 bbl	6	\$0.03	\$0.01	\$0.05	\$0.01	\$0.07
All Production Breweries	34	\$0.64	\$0.11	\$0.43	\$0.01	\$5.13

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages. Assistant brewer bonus reported only for those companies who differentiated this category from brewmasters, corporate brewers, brewery operations/production managers and/or head brewers.

28. Full-Year Salary Plus Bonus Per Barrel - F/T Assistant Brewer

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1001-7500 bbl	9	\$9.52	\$8.50	\$10.13	\$6.00	\$20.43
7501-50,000 bbl	16	\$2.24	\$1.56	\$2.83	\$0.76	\$8.21
>50,000 bbl	5	\$0.33	\$0.25	\$0.32	\$0.08	\$0.84
All Production Breweries	30	\$4.11	\$2.19	\$6.64	\$0.08	\$20.43

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

29. Full-Year Salary Per Barrel - P/T Assistant Brewer

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-500 bbl	2	\$7.04				
501-1000 bbl	13	\$16.47	\$18.18	\$18.91	\$2.22	\$31.25
>1000 bbl	8	\$12.72	\$12.35	\$15.46	\$3.47	\$21.43
All Brewpub Companies	23	\$14.35	\$14.29	\$18.55	\$2.22	\$31.25

Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	5	\$36.78	\$24.96	\$38.33	\$11.05	\$95.00
1001-7500 bbl	5	\$13.00	\$14.29	\$14.58	\$3.75	\$21.54
7501-50,000 bbl	4	\$0.89	\$1.04	\$1.17	\$0.18	\$1.30
All Production Breweries	14	\$18.03	\$12.67	\$19.80	\$0.18	\$95.00

Notes: Salary/wages does not include bonus, profit sharing, commissions, tips, etc. Assistant brewer salary reported for those companies who differentiated this category from corporate/principal brewers and/or operations/production managers, brewmasters and/or head brewers.

30. Full-Year Salary Per Barrel - F/T Cellar Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
501-1000 bbl	1	\$42	\$42	\$42	\$42	\$42
>1000 bbl	5	\$13	\$15.2	\$16	\$6.1	\$17
All Brewpub Companies	6	\$18	\$15.6	\$16	\$6.1	\$42
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	1	\$93	\$93	\$0.75	\$93	\$93
1-7500 bbl	11	\$7	\$6.0	\$8	\$3.7	\$12
7501-50,000 bbl	25	\$2	\$2.0	\$3.2	\$0.7	\$4
>50,000 bbl	6	\$0	\$0.31	\$0.67	\$0.11	\$1.0
All Production Breweries	43	\$5	\$2.57	\$4.0	\$0.11	\$93

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

31. Full-Year Bonus Per Barrel - F/T Cellar Manager

Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1001-7500 bbl	6	\$0.98	\$0.25	\$0.33	\$0.09	\$4.79
7501-50,000 bbl	13	\$0.23	\$0.12	\$0.21	\$0.02	\$1.41
>50,000 bbl	5	\$0.05	\$0.02	\$0.07	\$0.01	\$0.12
All Production Breweries	24	\$0.38	\$0.12	\$0.22	\$0.01	\$4.79

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages.

32. Full-Year Salary Plus Bonus Per Barrel - F/T Cellar Manager

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1001-7500 bbl	6	\$7.12	\$6.90	\$8.29	\$5.55	\$9.23
7501-50,000 bbl	13	\$1.97	\$1.85	\$2.74	\$0.81	\$3.81
>50,000 bbl	5	\$0.39	\$0.38	\$0.38	\$0.12	\$0.84
All Production Breweries	24	\$2.93	\$1.92	\$4.24	\$0.12	\$9.23

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

33. Full-Year Salary Per Barrel - P/T Cellar Manager

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-500 bbl	2	\$47.58				
>500 bbl	2	\$10.45				
All Brewpub Companies	4	\$29.01	\$29.38	\$46.67	\$7.89	\$49.40
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1001-7500 bbl	2	\$3.34				
7501-50,000 bbl	1	\$1.70				
All Production Breweries	3	\$2.79	\$2.42	\$3.34	\$1.70	\$4.27

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

34. Full-Year Salary Per Barrel - F/T Packaging Managers

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
>1000 bbl	2	\$12.82				
All Brewpub Companies	2	\$12.82	\$12.82	\$13.23	\$12.00	\$13.64
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	1	\$22.99				
1-7500 bbl	13	\$7.96	\$7.47	\$8.94	\$4.00	\$15.24
7501-50,000 bbl	32	\$2.04	\$1.75	\$2.88	\$0.72	\$6.32
>50,000 bbl	8	\$0.46	\$0.47	\$0.67	\$0.10	\$0.79
All Production Breweries	54	\$3.62	\$1.98	\$4.14	\$0.10	\$22.99

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

35. Full-Year Bonus Per Barrel - F/T Packaging Manager

Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1001-7500 bbl	5	\$0.33	\$0.26	\$0.33	\$0.09	\$0.80
7501-50,000 bbl	17	\$0.18	\$0.10	\$0.15	\$0.02	\$1.41
>50,000 bbl	6	\$0.06	\$0.04	\$0.06	\$0.01	\$0.20
All Production Breweries	28	\$0.18	\$0.09	\$0.18	\$0.01	\$1.41

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages.

36. Full-Year Salary Plus Bonus Per Barrel - F/T Packaging Manager

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1001-7500 bbl	5	\$7.52	\$8.27	\$8.50	\$5.73	\$9.20
7501-50,000 bbl	17	\$1.68	\$1.34	\$2.05	\$0.74	\$3.42
>50,000 bbl	6	\$0.46	\$0.51	\$0.52	\$0.11	\$0.84
All Production Breweries	28	\$2.46	\$1.92	\$4.24	\$0.11	\$9.20

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

37. Full-Year Salary Per Barrel - P/T Packaging Manager

Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
7501-50,000 bbl	10	\$1.20	\$1.00	\$1.34	\$0.27	\$3.84
>50,000 bbl	2	\$0.10	\$0.10	\$0.12	\$0.05	\$0.14
All Production Breweries	12	\$1.02	\$0.81	\$1.32	\$0.05	\$3.84

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

38. Full-Year Salary Per Barrel - F/T Packaging/Draught Employees

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
501-1000 bbl	2	\$8.35	\$8.35	\$10.86	\$3.33	\$13.37
>1000 bbl	7	\$7.30	\$8.00	\$9.50	\$2.74	\$12.73
All Brewpub Companies	9	\$7.53	\$8.00	\$10.00	\$2.74	\$13.37
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	1	\$20.80				
1-7500 bbl	24	\$9.34	\$6.97	\$12.96	\$2.67	\$24.00
7501-50,000 bbl	37	\$1.61	\$1.40	\$2.20	\$0.29	\$4.86
>50,000 bbl	9	\$0.24	\$0.23	\$0.29	\$0.06	\$0.53
All Production Breweries	70	\$4.08	\$2.08	\$4.77	\$0.06	\$24.00

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

39. Full-Year Bonus Per Barrel - F/T Packaging/Draught Employees

Brewpub Companies, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
>1000 bbl	2	\$1.65				
All Brewpub Companies	2	\$1.65	\$1.65	\$2.45	\$0.06	\$3.25
Production Breweries, 2011 Production	TTL Respondents	Average Bonus Per Barrel	Median Bonus Per Barrel	75th Percentile	Minimum Bonus Per Barrel	Maximum Bonus Per Barrel
1001-7500 bbl	5	\$1.63	\$0.17	\$1.78	\$0.05	\$6.00
7501-50,000 bbl	19	\$0.26	\$0.05	\$0.13	\$0.01	\$2.56
>50,000 bbl	7	\$0.03	\$0.01	\$0.04	\$0.01	\$0.07
All Production Breweries	31	\$0.43	\$0.05	\$0.16	\$0.01	\$6.00

Notes: Bonus, profit sharing, commissions, tips, etc. reported for those companies who differentiated this category from salary/wages.

40. Full-Year Salary Plus Bonus Per Barrel - F/T Packaging Packaging/Draught Employees

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
>1000 bbl	2	\$5.16				
All Brewpub Companies	2	\$5.16	\$1.65	\$2.45	\$0.06	\$3.25

Production Breweries, 2011 Production	TTL Respondents	Average Salary Plus Bonus Per Barrel	Median Salary Plus Bonus Per Barrel	75th Percentile	Minimum Salary Plus Bonus Per Barrel	Maximum Salary Plus Bonus Per Barrel
1001-7500 bbl	5	\$7.02	\$5.33	\$8.50	\$4.41	\$12.00
7501-50,000 bbl	19	\$1.45	\$0.96	\$1.92	\$0.51	\$4.62
>50,000 bbl	7	\$0.22	\$0.21	\$0.29	\$0.07	\$0.39
All Production Breweries	31	\$2.07	\$0.96	\$2.38	\$0.07	\$12.00

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

42. Full-Year Salary Per Barrel - P/T Packaging Packaging/Draught Employees

Brewpub Companies, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-500 bbl	1	\$20.00				
501-1000 bbl	2	\$10.28	\$10.28	\$12.41	\$6.02	\$14.55
>1000 bbl	4	\$3.84	\$3.34	\$5.74	\$1.03	\$7.63
All Brewpub Companies	7	\$7.99	\$6.02	\$11.09	\$1.03	\$20.00

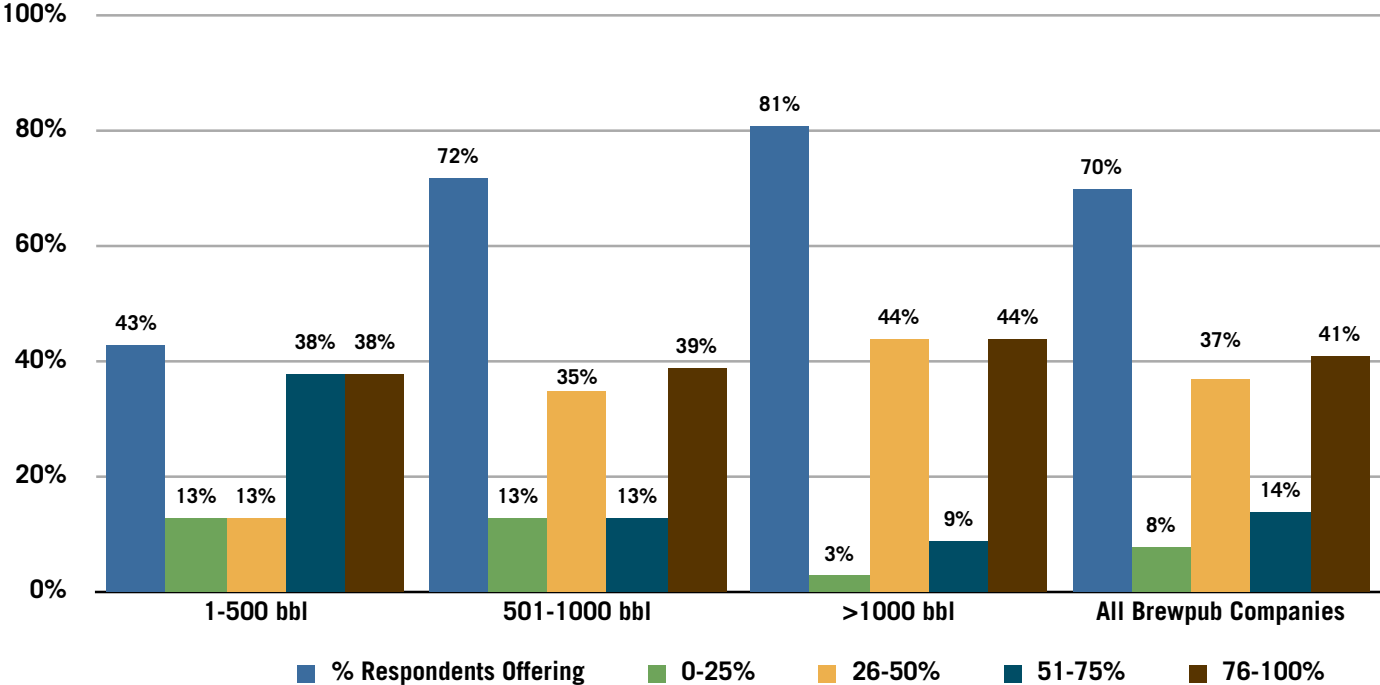
Production Breweries, 2011 Production	TTL Respondents	Average Salary Per Barrel	Median Salary Per Barrel	75th Percentile	Minimum Salary Per Barrel	Maximum Salary Per Barrel
1-1000 bbl	5	\$8.75	\$9.85	\$10.00	\$5.00	\$13.33
1001-7500 bbl	14	\$4.76	\$4.14	\$6.57	\$1.25	\$9.20
7501-50,000 bbl	15	\$1.59	\$1.35	\$1.78	\$0.27	\$4.32
>50,000 bbl	3	\$0.10	\$0.14	\$0.14	\$0.01	\$0.14
All Production Breweries	37	\$3.63	\$2.50	\$5.00	\$0.01	\$13.33

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

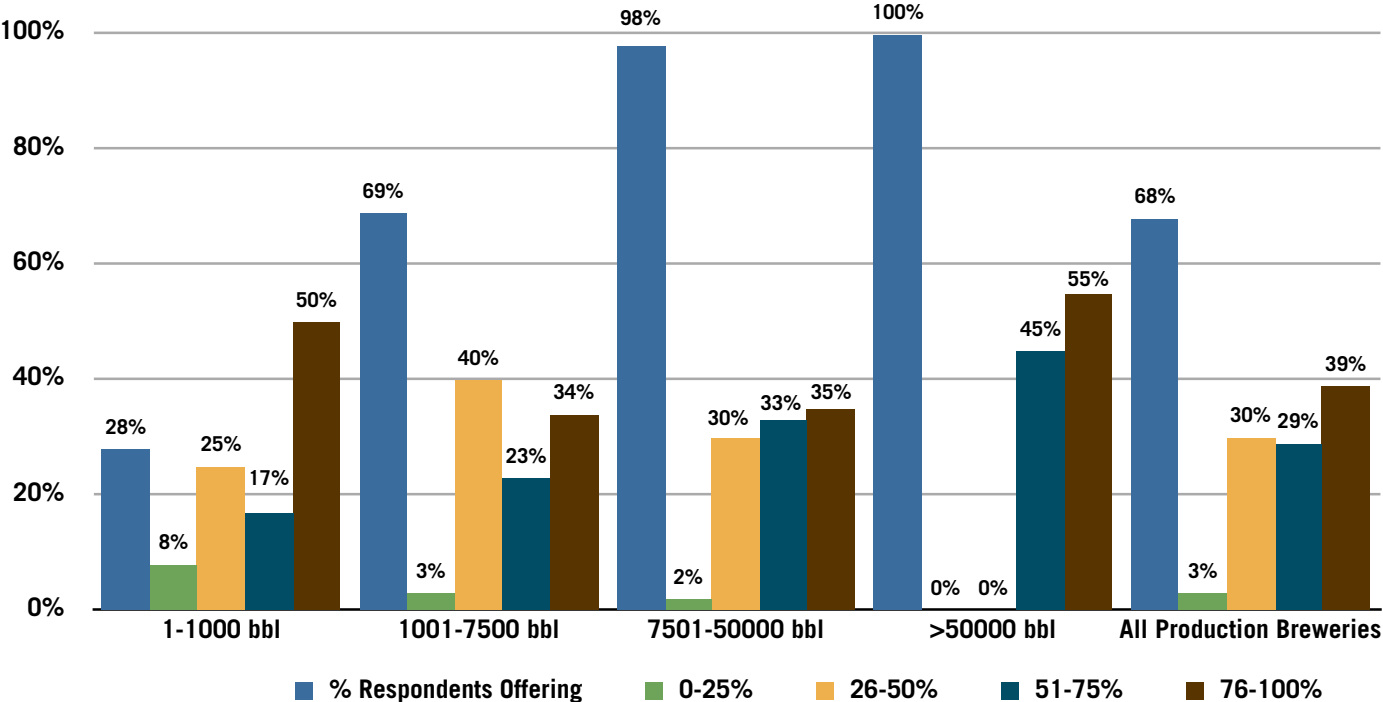
BENEFITS AVAILABLE TO PRODUCTION EMPLOYEES

43. Health Insurance - Brewery Production Employees

Brewpub Companies, 2011 Production

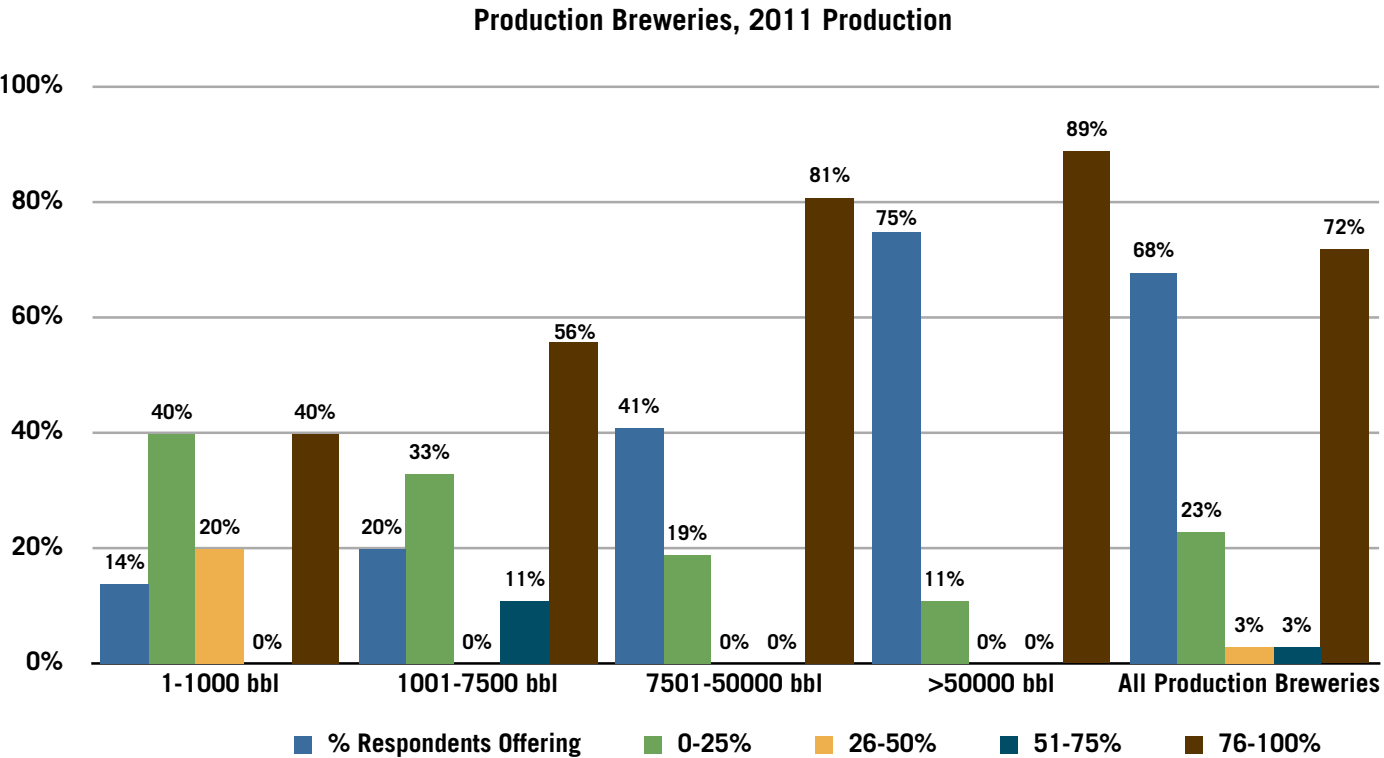
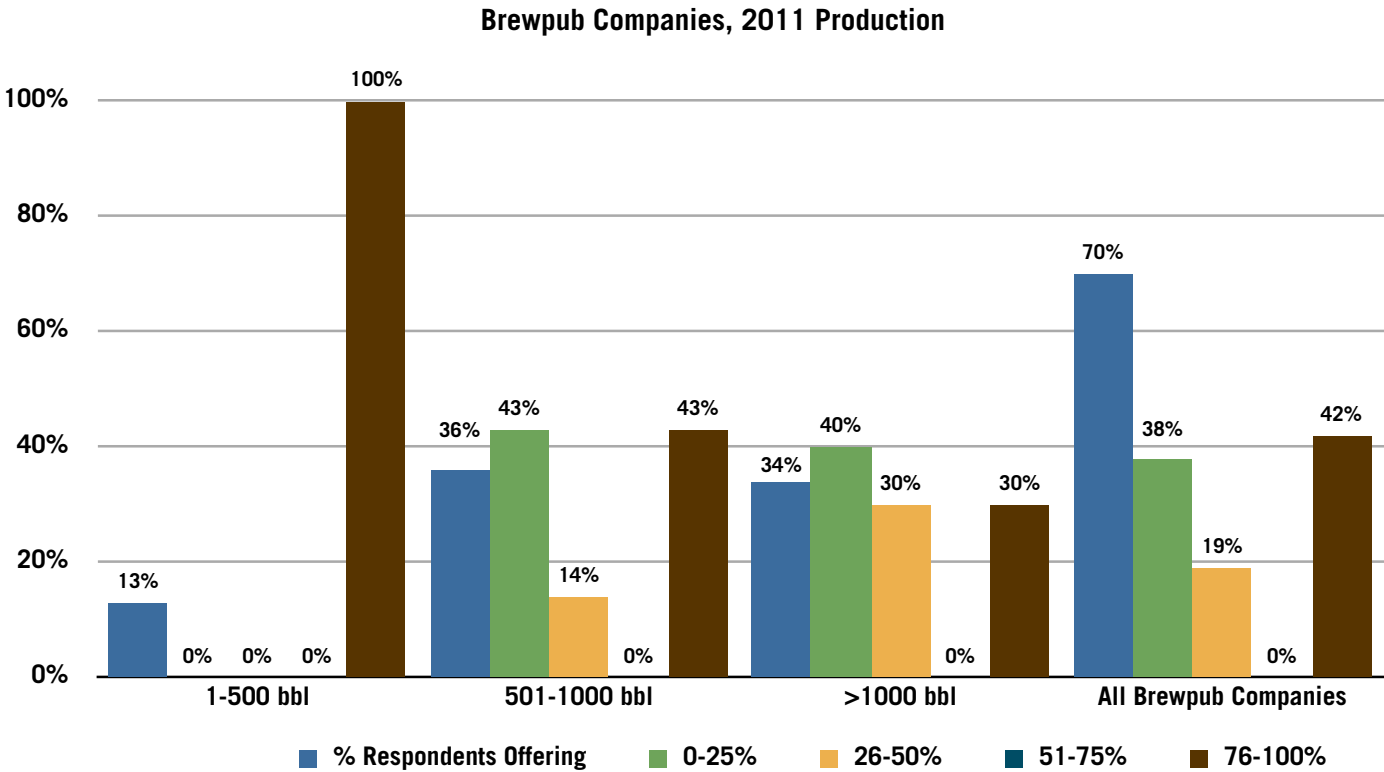


Production Breweries, 2011 Production



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

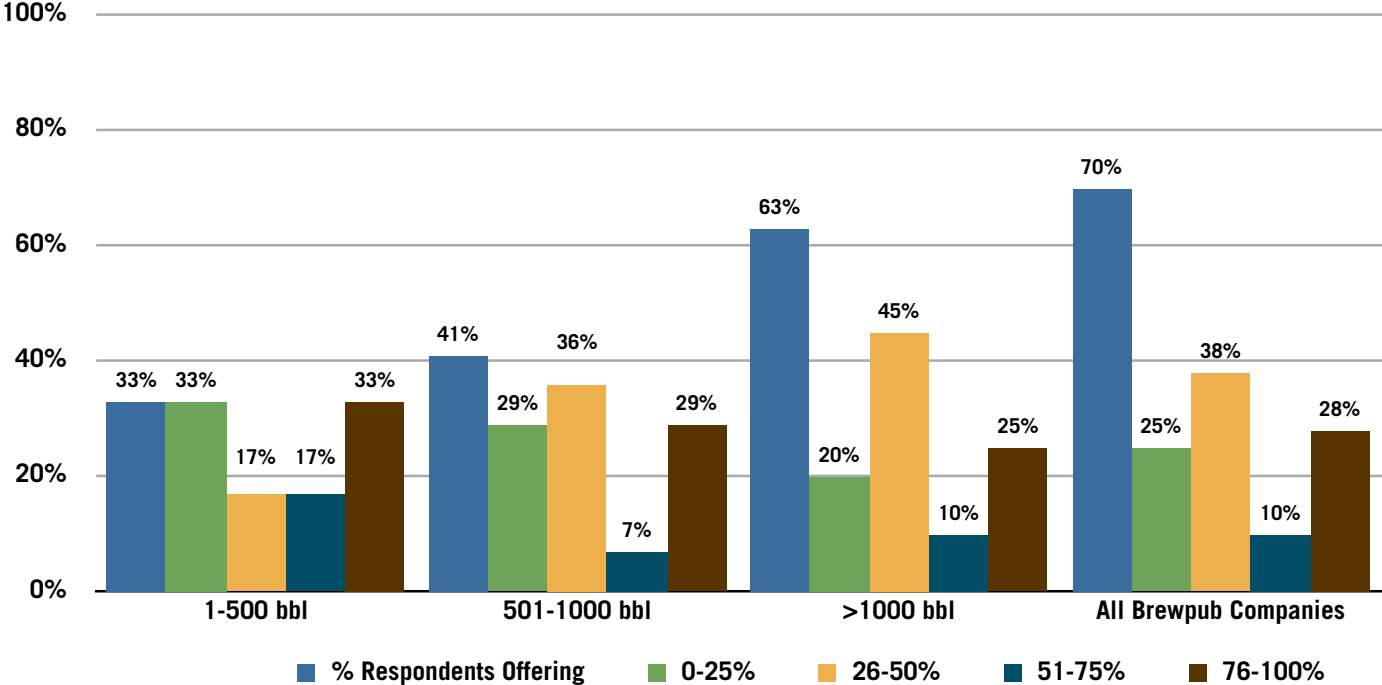
44. Life Insurance - Brewery Production Employees



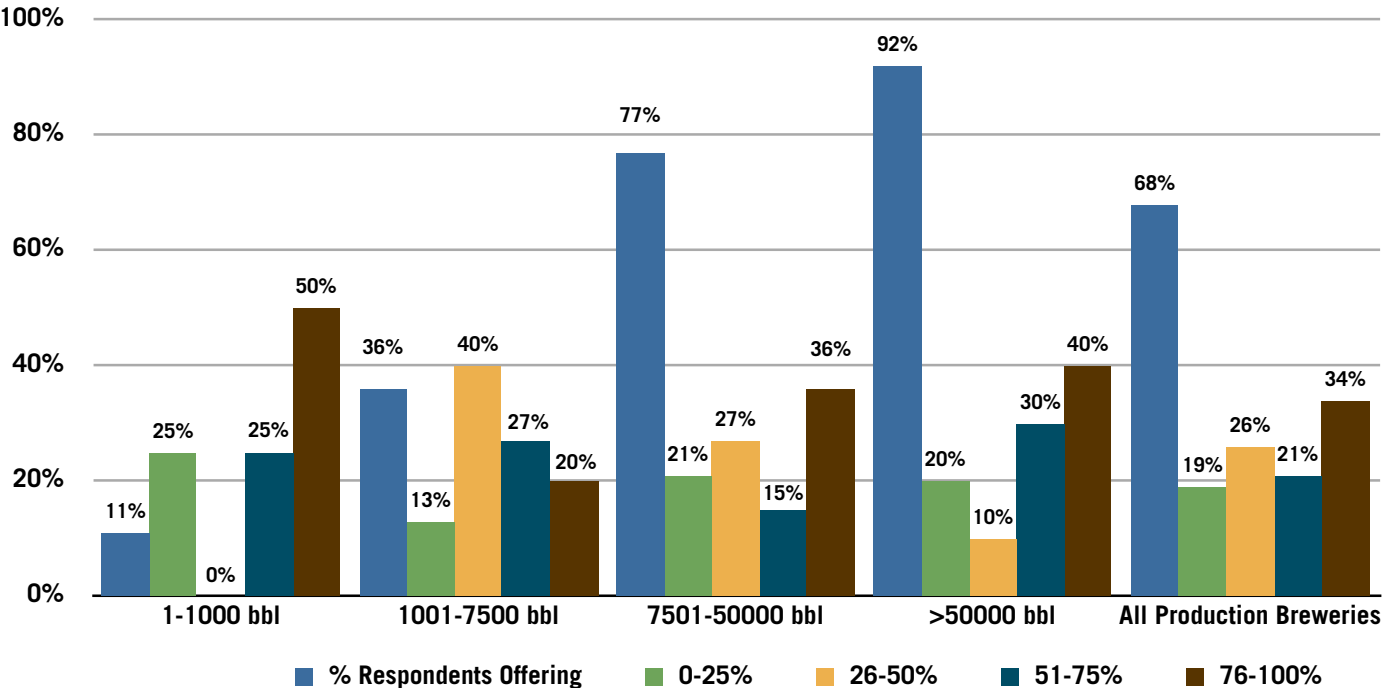
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

45. Dental Insurance - Brewery Production Employees

Brewpub Companies, 2011 Production



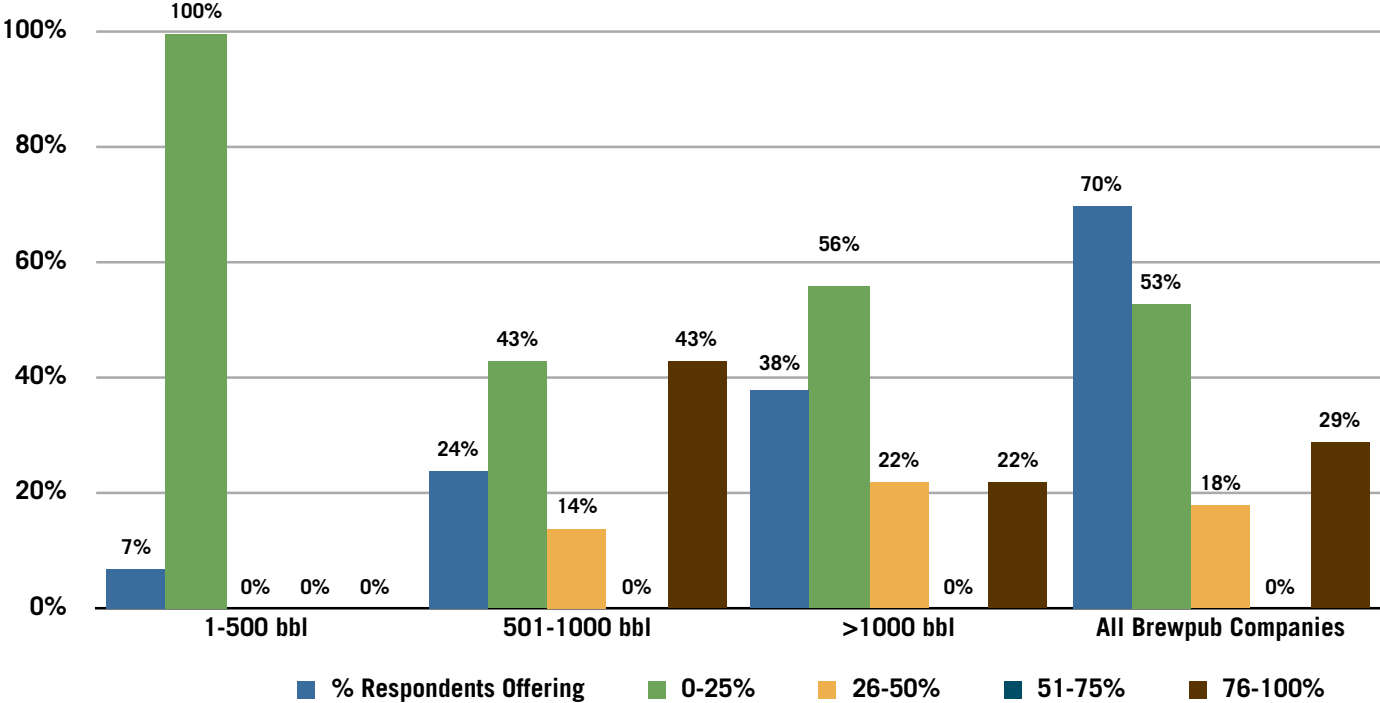
Production Breweries, 2011 Production



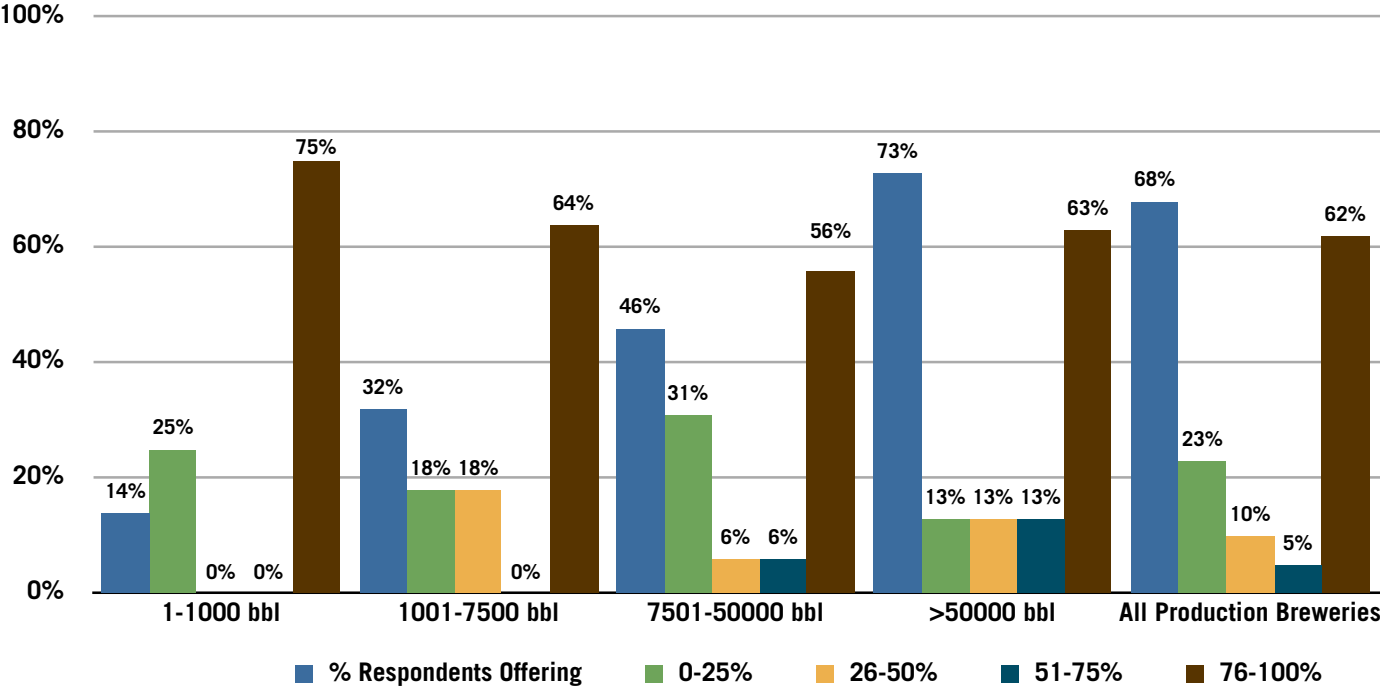
Notes: Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

46. Disability Insurance - Brewery Production Employees

Brewpub Companies, 2011 Production

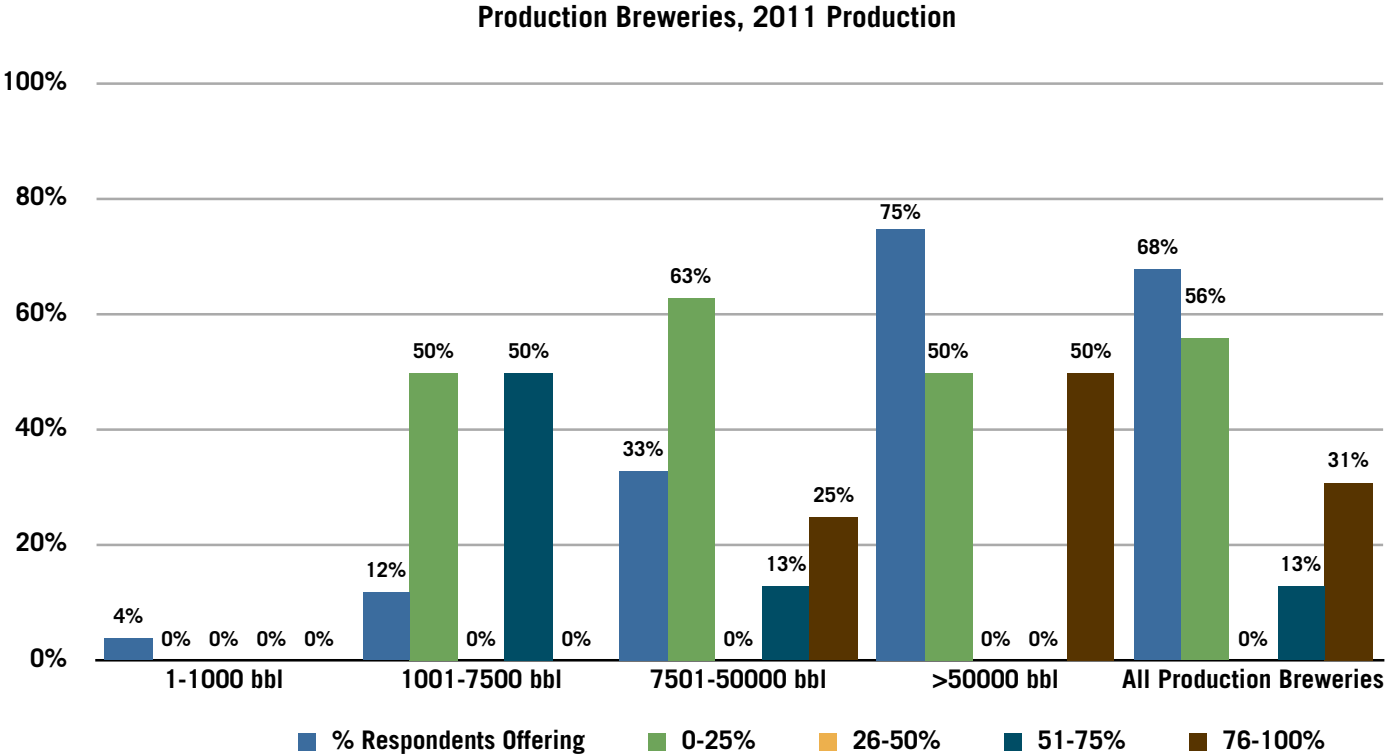
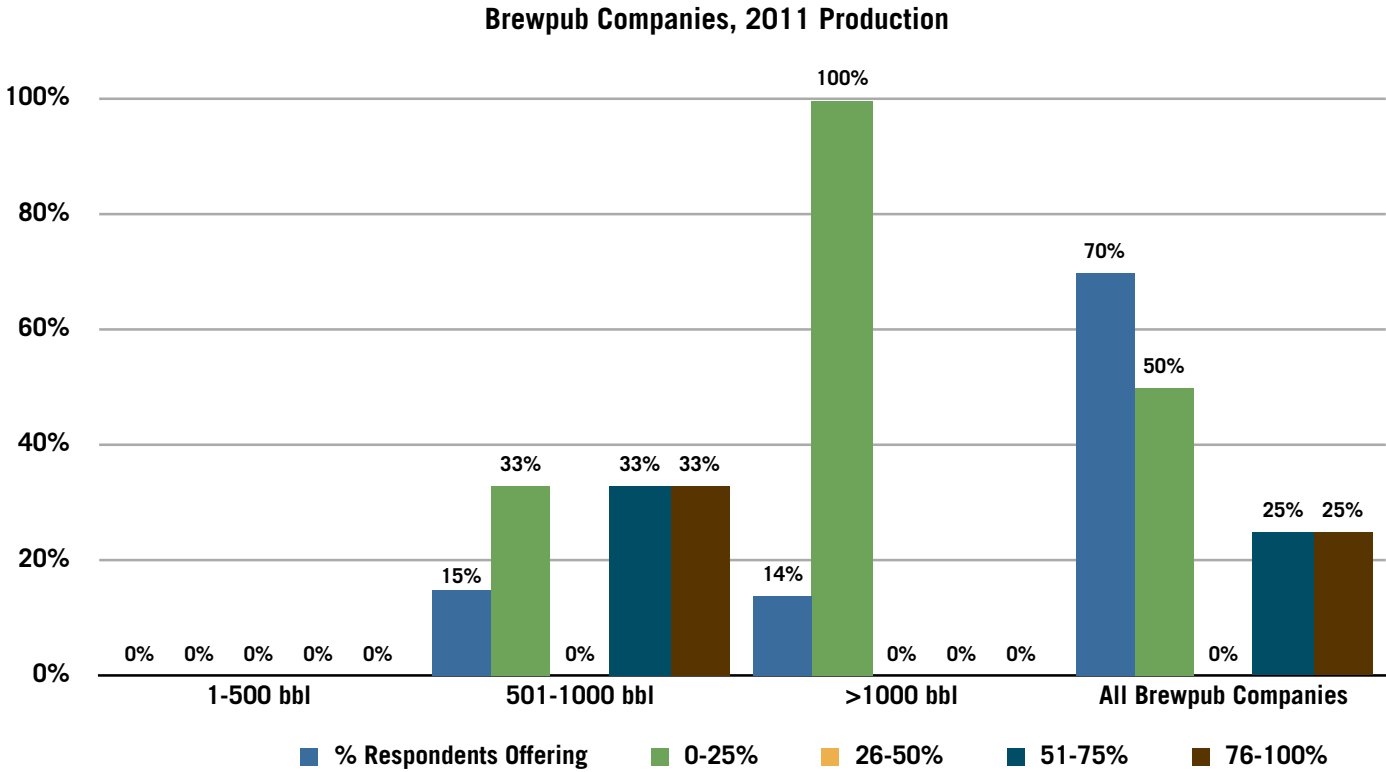


Production Breweries, 2011 Production



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

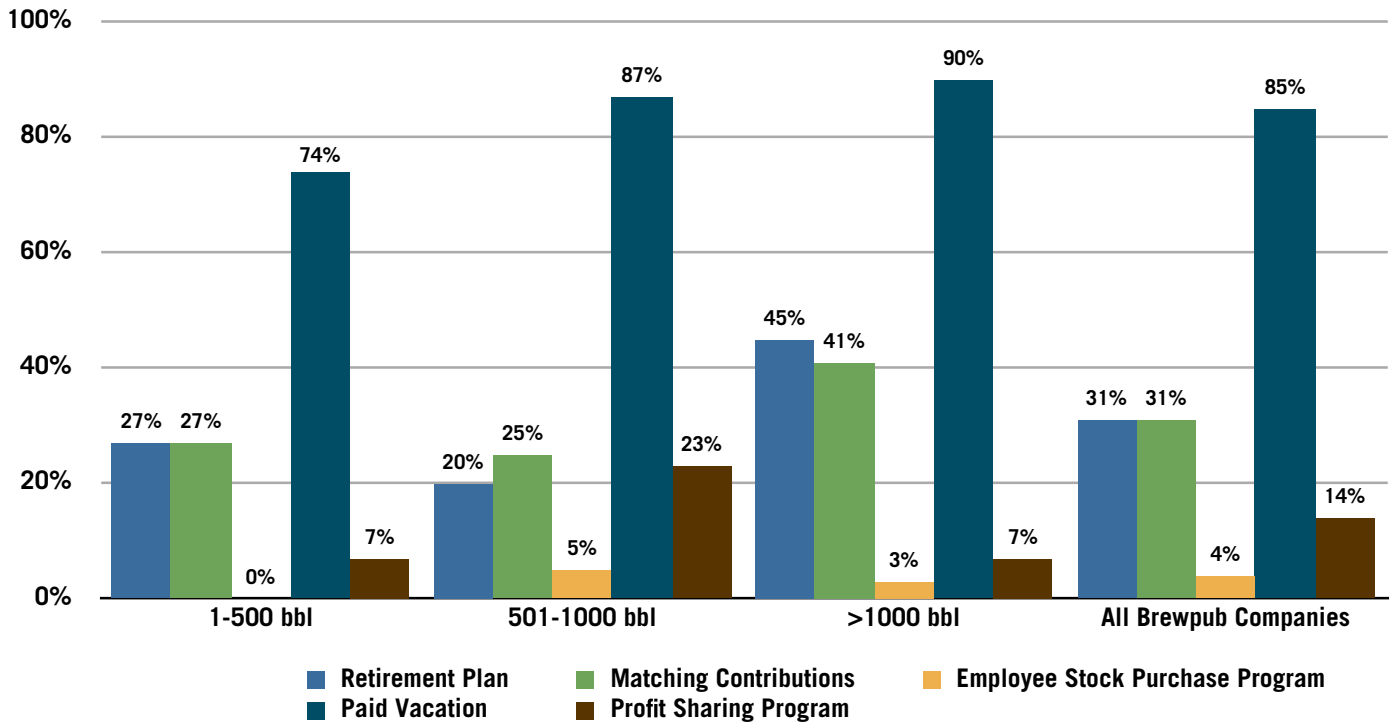
47. Other Insurance - Brewery Production Employees



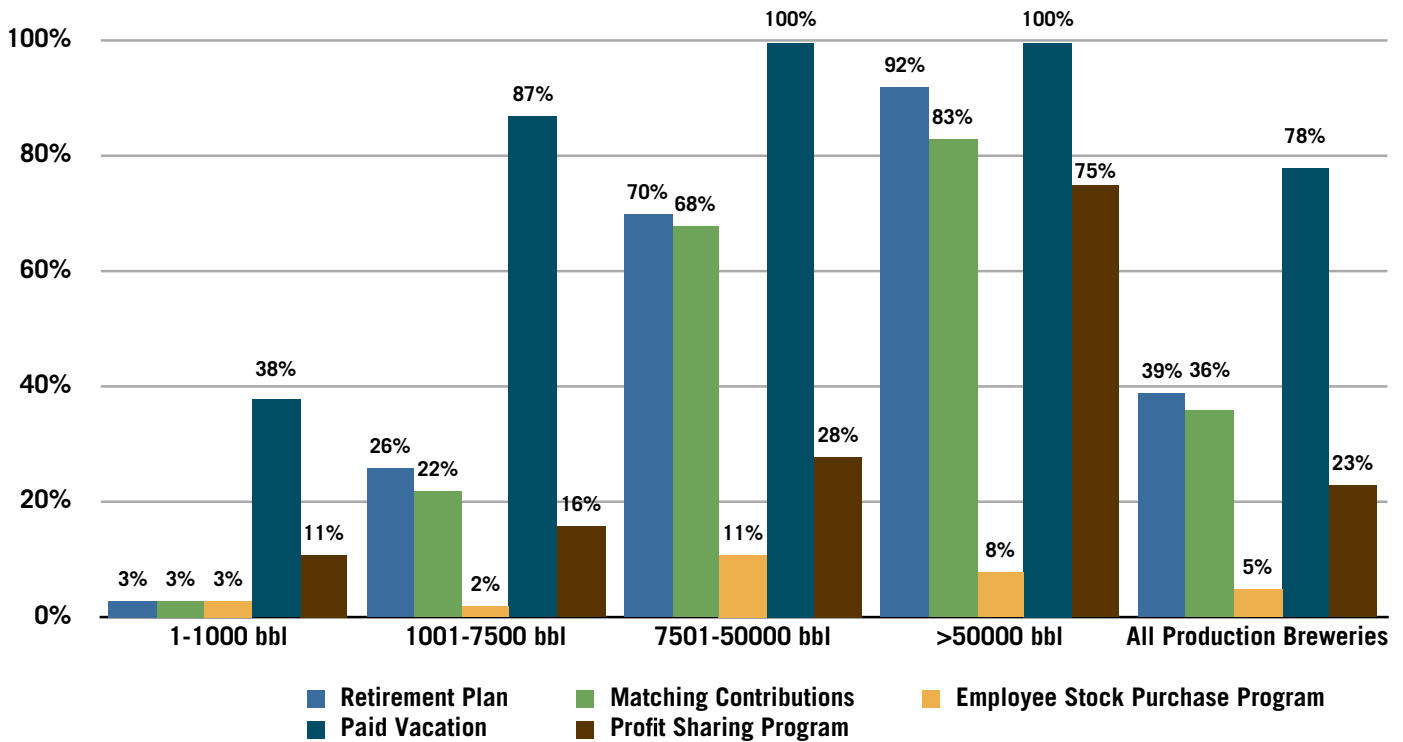
Notes: Other Insurance included - vision(11), AFLAC(5), HSA/Flex Account(4), pet insurance, preventive care, short-term disability, stipend for personal insurance. Includes data from companies that responded to this question. Percentages shown represent employers share paid of total cost of benefit.

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

Brewpub Companies, 2011 Production

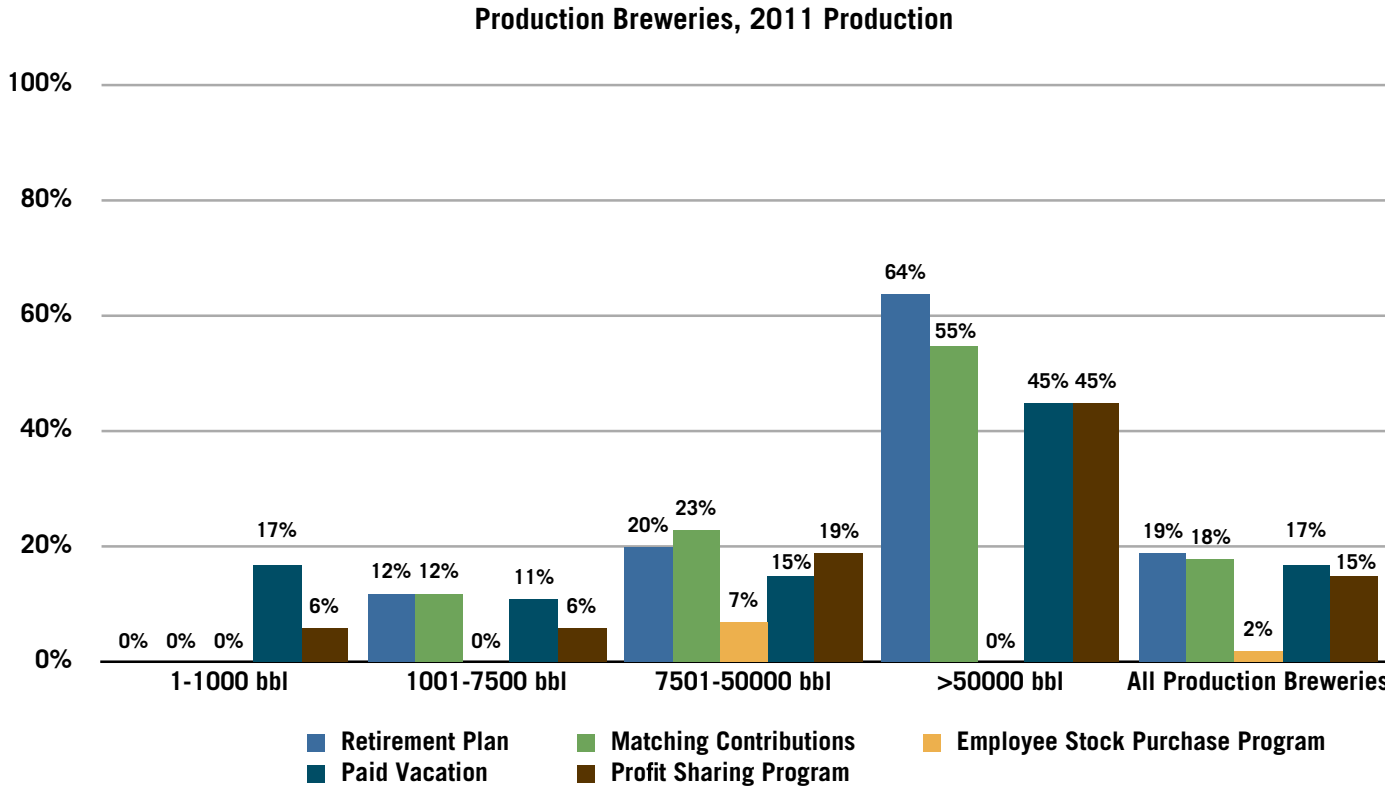
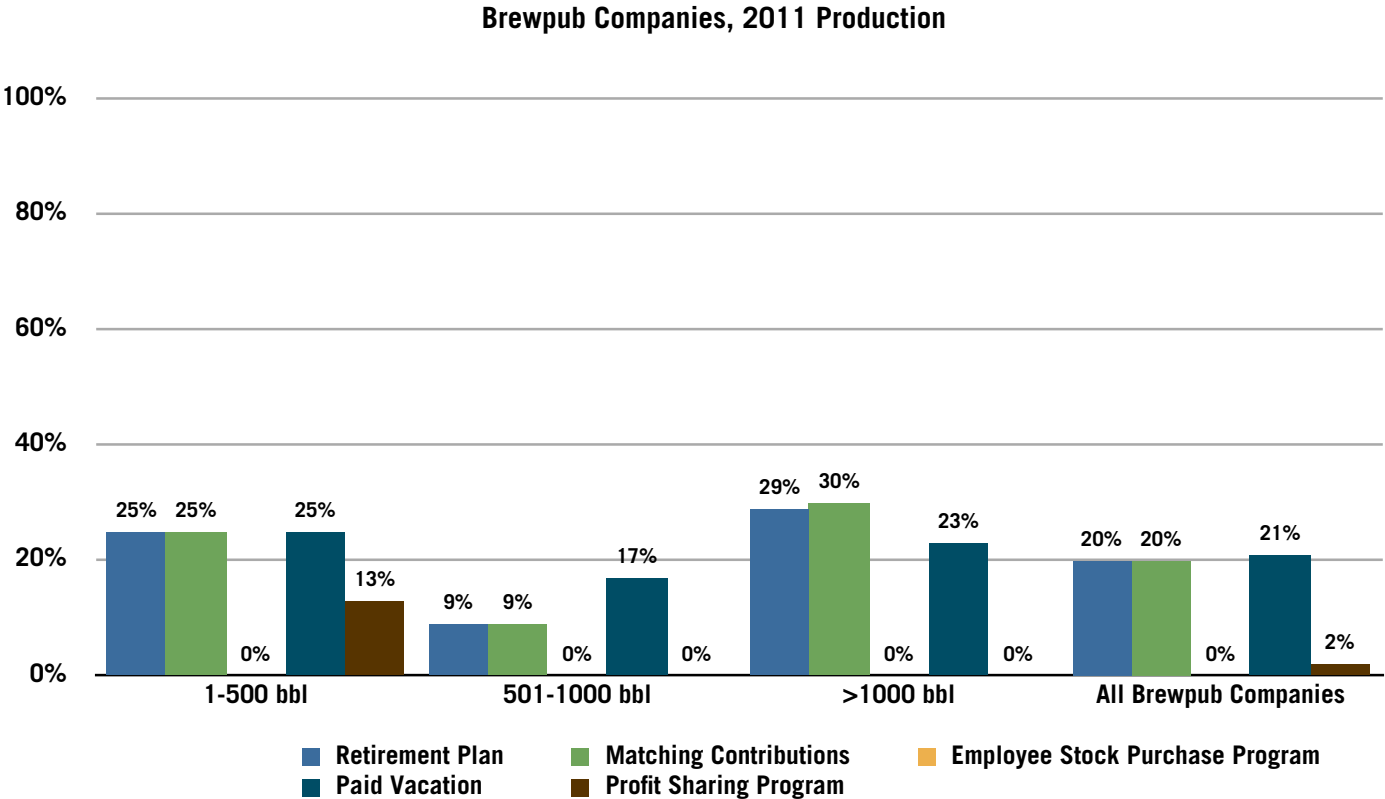


Production Breweries, 2011 Production



Notes: Other Non-Insurance Benefits included - free beer(3), pub discounts, cell phone, prepaid legal.

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



Notes: Other Non-Insurance Benefits included - free beer(3), pub discounts, cell phone, prepaid legal.



