

## 2025 Total Rewards Survey

### 1. Start of Survey

Welcome to the **Black Box Intelligence™ 2025 Total Rewards Survey!**

The survey itself is part 1 of 2 in the Total Rewards data collection process. Part 2 is the Corporate Compensation companion file. Both components must be submitted for a survey submission to be complete.

The survey gathers essential data on compensation, benefits, training, turnover, recruitment, and more. Your participation will help us produce a detailed benchmarking report valuable to your organization and the industry. All responses are confidential and presented only in aggregate form.

#### To Make Survey Completion Easier:

- **Custom Link:** The survey may take time. To complete it across multiple sessions, devices, or with multiple team members, request a custom survey link from [trs@blackboxintelligence.com](mailto:trs@blackboxintelligence.com) to save your progress.
- **Survey Question List:** Download the full list of questions [HERE](#) to prepare your answers in advance.
- **Saving Your Answers:** SurveyMonkey saves responses only after clicking "Next" at the bottom of each page. Responses are saved page by page, not question by question.
- **Corporate Compensation companion file (Part 2/2):** Download the Excel file required for the Corporate Salaries & Bonus by Position section [HERE](#). Once completed, upload the file [HERE](#) to submit.

**Due Date:** Submit both the survey and the Corporate Compensation companion file by May 9th, 2025.

If you need assistance, visit our [FAQ Help Center](#) or email [trs@blackboxintelligence.com](mailto:trs@blackboxintelligence.com).

Thank you for your participation!

## 2025 Total Rewards Survey

### 2. General Questions

#### General Information for the main person completing the survey:

\* 1. Name

\* 2. Title

\* 3. Work Email

#### Company Information

\* 4. Company Name

\* 5. Restaurant Brand Name

\* 6. Restaurant Segment (Please check all that apply)

Quick Service

Fast Casual

Family Dining

Casual Dining

Upscale Casual

Fine Dining

\* 7. Number of restaurants -  
Company Owned

\* 8. Number of restaurants -  
Franchised to Others

\* 9. Number of corporate office employees

\* 10. Number of restaurant management employees (Under Corporate Owned Units)

Full Time Management

Part Time Management

\* 11. Number of restaurant non-management employees (Under Corporate Owned Units)

Full Time Non-Management

Part Time Non-Management

\* 12. Net Annual System Wide Sales for most recent ending fiscal year (Please enter a whole dollar amount without commas or other punctuation)

\* 13. Average annual unit volume for the restaurants operated by your company for most recent ending fiscal year.

If you are a franchisor, enter the average annual unit volume including franchisee operated units. If you are a multi-concept operator, please enter the average annual unit volume across all concepts under your company. (Please enter whole dollar amount without commas or other punctuation)

### 3. Corporate Salaries & Bonus by Position

As part of your complete survey submission, please download and fill out the 2025 Total Rewards - Corporate Compensation - Salary and Bonus by Position file.

Submit your completed companion file [HERE](#).

Please continue completing the online survey at this time on the next page.

## 2025 Total Rewards Survey

### 4. Salary Budgets & Range Increases

\* 14. Percent Base Pay Increases (please round to the nearest half percentage)

	Average merit increase granted in 2024	Average promotional increase granted in 2024	2025 budgeted merit increase %	2026 projected merit increase %
Corporate Executives	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Corporate Director/Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Multi-Unit Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
General Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Restaurant Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

5. Variable Pay & Bonus Programs

**Bonuses**

**\* 15. 2024 Target Bonus  
(% of base salary - input  
as a decimal number  
without a percentage  
sign)**

**Example: "10.5%" should  
be input as "10.5"**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**\* 16. 2024 Average Bonus  
Earned  
(% of base salary - input  
as a decimal number  
without a percentage  
sign)**

**Example: "10.5%" should  
be input as "10.5"**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**\* 17. 2025 Target Bonus  
(% of base salary - input  
as a decimal number  
without a percentage  
sign)**

**Example: "10.5%" should  
be input as "10.5"**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly



\* 18. 2026

**Budgeted/Expected**

**Target Bonus**

**(% of base salary - input  
as a decimal number  
without a percentage  
sign)**

**Example: "10.5%" should  
be input as "10.5"**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**How are these bonuses calculated? Please enter the percentage of the bonus that is based on each of these criteria. (Each column must add up to 100)**

\* 19. Corporate Executives and  
C-Suite:

% Individual KPIs

% Revenue

% Profits

% Employee retention

% Other

**\* 20. Corporate Director/Managers:**

% Individual KPIs

% Revenue

% Profits

% Employee retention

% Other

**\* 21. Other Corporate Office Employees:**

% Individual KPIs

% Revenue

% Profits

% Employee retention

% Other

**\* 22. Multi-Unit Managers:**

% Company revenue and profits

% Revenue of restaurants they manage or work in

% Profit of restaurants they manage or work in

% Quality metrics

% Guest feedback metrics

% Employee retention

% Other

**\* 23. General Managers:**

% Company revenue and profits

% Revenue of restaurants they manage or work in

% Profit of restaurants they manage or work in

% Quality metrics

% Guest feedback metrics

% Employee retention

% Other



2025 Total Rewards Survey

6. PTO & TO

\* 27. Please indicate how many **TOTAL** days of Paid Time Off your employees receive per year at the following tenures. Include sick time, set and floating holidays, volunteer hours, etc.

	6 Months	1 Year	5 Years	10 Years
Corporate Executives	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Corporate Director/Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Multi-Unit Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
General Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Restaurant Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

\* 28. How many days per year do your employees receive as paid time off for the following reasons (separate from personal PTO):

	Holidays (including Floating Holidays)	Sick Days	Paid Volunteer Days
Corporate Executives	<input type="text"/>	<input type="text"/>	<input type="text"/>
Corporate Director/Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>	<input type="text"/>	<input type="text"/>
Multi-Unit Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>
General Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Restaurant Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>

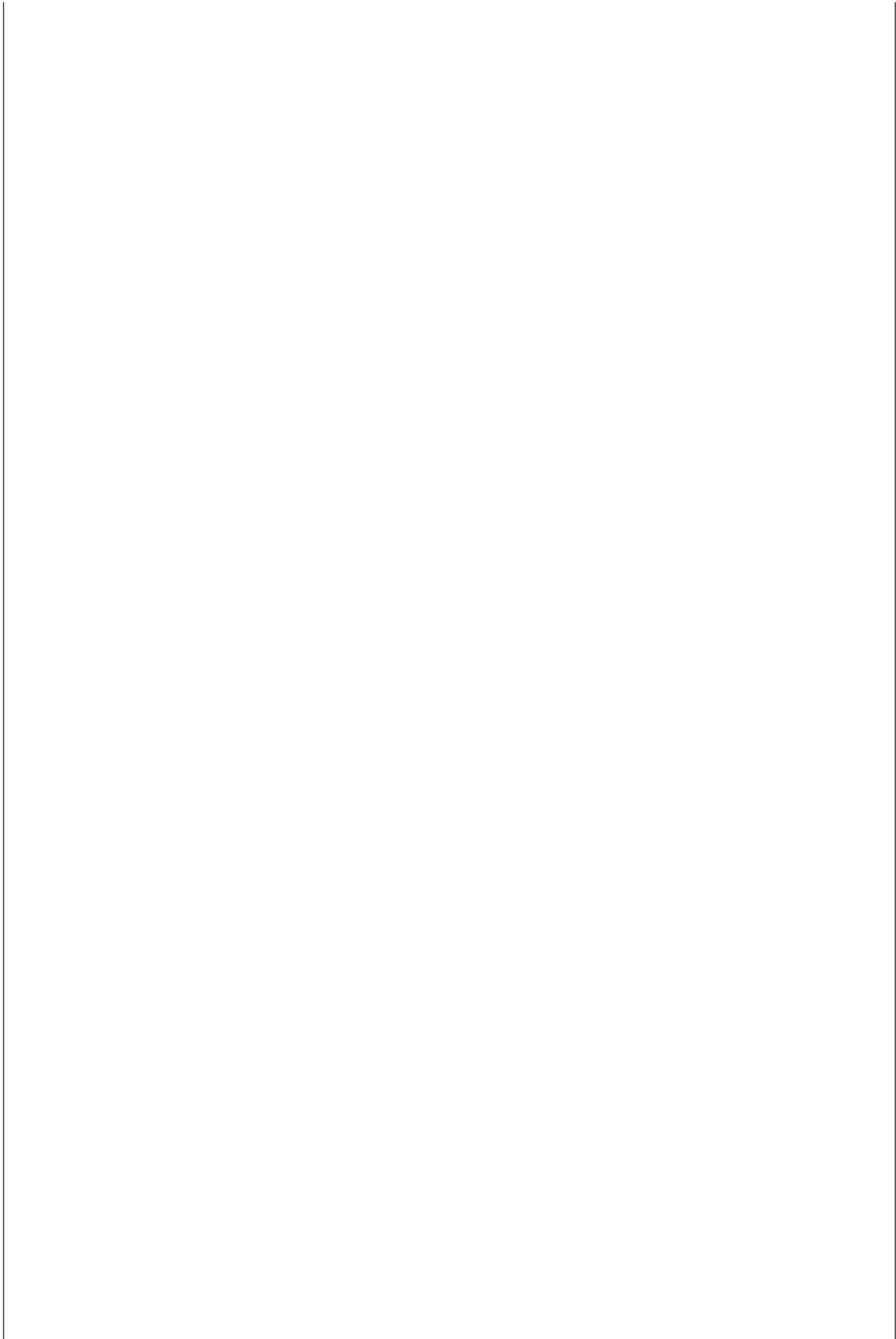
\* 29. What was your 2024 Employee Turnover Rate for the following position levels? (input as a decimal number without a percentage sign)

Example: "10.5%" should be input as "10.5"

Corporate Managers up to Corporate Executives Turnover Rate

Other Corporate Office Employees Turnover Rate

Overall Corporate Office Turnover Rate



## 2025 Total Rewards Survey

### 7. Corporate Office Staff

\* 30. For each of the departments listed, please enter the number of non-restaurant employees currently working in each of them:

Top Executives (CEO, President, and C-Suite):

Operations/Field Supervisors (Exclude COO):

Franchise Operations:

Legal:

Accounting:

Finance and Planning:

Information Technology:

Procurement:

Design and Construction:

Real Estate:

Facilities:

Human Resources - Excluding Training:

Training:

International:

Culinary and Menu Development:

Marketing:

Other G&A:



33. Please enter the percentage dining discount for each position level, where applicable. Input as a whole number or decimal without a percentage sign.

Corporate Executives

Corporate Director/Managers

Other Corporate Office Employees

Multi-Unit Managers

General Managers

Other Restaurant Managers

Full Time Restaurant Hourly

\* 34. Does your company offer a wellness program?

Yes

No



## 2025 Total Rewards Survey

### 9. Wellness Programs

\* 35. Please indicate whether each wellness program is offered to your corporate employees.

	Offered?
Health Screenings	<input type="checkbox"/>
Mental Health	<input type="checkbox"/>
Smoking Cessation Programs	<input type="checkbox"/>
Weight Loss Programs	<input type="checkbox"/>
Wellness/Health Education	<input type="checkbox"/>

Other programs offered:

10. Benefits Continued

\* 36. How many hours per week does an hourly employee have to work to be considered full time?

\* 37. Are part time hourly employees eligible for health benefits?

Yes

No

\* 38. Which health benefit plans do you offer your employees?

HMO

PPO

High Deductible Health Plan

Limited Benefits Plan

Other

2025 Total Rewards Survey

11. HMO Plan Costs

**HMO**

**For each position, enter the total COMBINED monthly cost paid by the employer AND the employee for each of the plans listed below. Enter the combined cost as a whole number, without a dollar sign or other punctuation. Please leave blank if Not Applicable:**

39. HMO Average Monthly Cost in \$ (Coverage for Employee Only)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

40. HMO Average Monthly Cost in \$ (Coverage for Employee Plus Family)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

**HMO**

**For each position, enter the percentage of that cost that the company pays for each of the plans listed below without a percentage sign or other punctuation. Please leave blank if Not Applicable:**

41. HMO Company Pays in % (Coverage for Employee Only)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

42. HMO Company Pays in % (Coverage for Employee Plus Family)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

2025 Total Rewards Survey

12. PPO Plan Costs

**PPO**

**For each position, enter the total COMBINED monthly cost paid by the employer AND the employee for each of the plans listed below. Enter the combined cost as a whole number, without a dollar sign or other punctuation. Please leave blank if Not Applicable:**

43. PPO Average Monthly Cost in \$ (Coverage for Employee Only)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

44. PPO Average Monthly Cost in \$ (Coverage for Employee Plus Family)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

**PPO**

**For each position, enter the percentage of that cost that the company pays for each of the plans listed below without a percentage sign or other punctuation. Please leave blank if Not Applicable:**

45. PPO Company Pays in %  
(Coverage for Employee Only)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

46. PPO Company Pays in %  
(Coverage for Employee Plus Family)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

2025 Total Rewards Survey

13. HDHP Plan Costs

**HDHP**

**For each position, enter the total COMBINED monthly cost paid by the employer AND the employee for each of the plans listed below. Enter the combined cost as a whole number, without a dollar sign or other punctuation. Please leave blank if Not Applicable:**

47. HDHP Average Monthly Cost in \$ (Coverage for Employee Only)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

48. HDHP Average Monthly Cost in \$ (Coverage for Employee Plus Family)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

**HDHP**

**For each position, enter the percentage of that cost that the company pays for each of the plans listed below without a percentage sign or other punctuation. Please leave blank if Not Applicable:**

49. HDHP Company Pays in %  
(Coverage for Employee Only)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>

50. HDHP Company Pays in %  
(Coverage for Employee Plus Family)

Corporate Executives	<input type="text"/>
Corporate Director/Managers	<input type="text"/>
Other Corporate Office Employees	<input type="text"/>
Multi-Unit Managers	<input type="text"/>
General Managers	<input type="text"/>
Other Restaurant Managers	<input type="text"/>
Full Time Restaurant Hourly	<input type="text"/>



14. Dental & Vision

\* 51. Is your Dental plan included as part of your health plan (e.g. HMO, PPO, etc.)

Yes

No

\* 52. Is your Vision plan included as part of your health plan (e.g. HMO, PPO, etc.)

Yes

No

15. HMO Plan Copays, Deductible, Out of Pocket Maximums

**For your company's offered HMO plan:**

**Please enter the average amounts for your most commonly used plan or option without a dollar sign or other punctuation. Leave blank if Not Applicable.**

**53. Medical Office Visit**

**Copay (\$)**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**54. Annual Deductible  
per Individual (\$)  
(If no deductible, please  
enter "0")**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**55. Annual Deductible  
per Family (\$)  
(If no deductible, please  
enter "0")**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**56. Annual Out of Pocket  
Maximum  
per Family (\$)**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

16. PPO Plan Copays, Deductible, Out of Pocket Maximums

**For your company's offered PPO plan:**

**Please enter the average amounts for your most commonly used plan or option without a dollar sign or other punctuation. Leave blank if Not Applicable.**

**57. Medical Office Visit**

**Copay (\$)**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**58. Annual Deductible  
per Individual (\$)  
(If no deductible, please  
enter "0")**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**59. Annual Deductible  
per Family (\$)  
(If no deductible, please  
enter "0")**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly



**60. Annual Out of Pocket  
Maximum  
per Family (\$)**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

17. HDHP Plan Copays, Deductible, Out of Pocket Maximums

**For your company's offered HDHP plan:**

**Please enter the average amounts for your most commonly used plan or option without a dollar sign or other punctuation. Leave blank if Not Applicable.**

**61. Medical Office Visit**

**Copay (\$)**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**62. Annual Deductible  
per Individual (\$)  
(If no deductible, please  
enter "0")**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**63. Annual Deductible  
per Family (\$)  
(If no deductible, please  
enter "0")**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

**64. Annual Out of Pocket  
Maximum  
per Family (\$)**

Corporate Executives

Corporate  
Director/Managers

Other Corporate Office  
Employees

Multi-Unit Managers

General Managers

Other Restaurant  
Managers

Full Time Restaurant  
Hourly

2025 Total Rewards Survey

18. Health Plan Eligibility and 401k Match

\* 65. For the health benefit plan(s) offered by your company, please indicate the percentage of eligible employees that are enrolled. Select "N/A" if Unknown or Not Applicable:

	HMO	PPO	High Deductible Health Plan	Limited Benefits Plan
Corporate Office Employees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Restaurant Management	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Restaurant Hourly Employees	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

66. Please indicate the average percentage (%) change expected from 2025 to 2026 for the total premium costs for each of the health benefits plans (employee coverage only) offered by your company. Please leave blank if Not Applicable:

HMO

PPO

High Deductible Health Plan

Limited Benefits Plan

\* 67. Who is eligible to participate in the 401K plan?

- Corporate Executive
- Corporate Director/Managers
- Other Corporate Office Employees
- Multi-Unit Managers
- General Managers
- Other Restaurant Managers
- Full Time Restaurant Hourly
- None of the above

\* 68. What is your company's average match for employee contributions to their 401k? Enter N/A in the second row if your company's match does not have tiers.

Example:

Your company matches 100% of contributions up to 6% of the employee's salary, then matches 50% of the remaining contribution up to 10% of their salary.

Example answer:

100% - 6%

50% - 10%

	Company will match (%) of contribution	Up to (%) of salary contributed by employee
First Tier of Matching	<input type="text"/>	<input type="text"/>
Second Tier of Matching	<input type="text"/>	<input type="text"/>

69. What is the method of 401k vesting at your company?

- Immediate Vesting - Employer contributions become employee property as soon as the contributions are made
- Cliff Vesting - After an established amount of tenure, all current and future employer contributions become employee property
- Graded Vesting - Employees pass tenure milestones which vest an increasing percentage of the employer's contributions

## 2025 Total Rewards Survey

### 19. Staffing & Recruitment

\* 70. For each of the following positions in your restaurants, please describe the typical staffing levels over the last six months:

	Very Understaffed	Somewhat Understaffed	Fully Staffed	Overstaffed	N/A or Unknown
Restaurant Hourly FOH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurant Hourly BOH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-GM Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 71. Does your company offer any of the following incentives to candidates in geographic areas or locations in which you find recruiting more challenging?

	Offered?
Higher base pay	<input type="checkbox"/>
Sign-on bonus	<input type="checkbox"/>
Referral bonus	<input type="checkbox"/>
Relocation bonus	<input type="checkbox"/>
Retention bonus	<input type="checkbox"/>

Other incentives offered by your company in areas with difficulty recruiting:



\* 72. Rank the most effective **sources of hire** in terms of total placements for **restaurant hourly, non-management employees** over the last six months, with #1 being the most effective source.

- |   |                      |  |   |
|---|----------------------|--|---|
| ☰ | <input type="text"/> | Traditional advertising (e.g. newspaper, flyers) | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Hosted events (e.g. career fairs, open house)    | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Referrals  | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Agency   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | College recruiting                               | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Online job boards                                | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Rehire   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Direct recruiting                                | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Walk-ins   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Social media (e.g. LinkedIn, Twitter)            | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Company website                                  | <input type="checkbox"/> N/A or Unknown |

\* 73. Rank the most effective **sources of hire** in terms of total placements for **restaurant managers** over the last six months, with #1 being the most effective source.

- |   |                      |  |   |
|---|----------------------|--|---|
| ☰ | <input type="text"/> | Traditional advertising (e.g. newspaper, flyers) | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Hosted events (e.g. career fairs, open house)    | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Referrals  | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Agency   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | College recruiting                               | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Online job boards                                | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Rehire   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Direct recruiting                                | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Walk-ins   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Social media (e.g. LinkedIn, Twitter)            | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Company website                                  | <input type="checkbox"/> N/A or Unknown |

2025 Total Rewards Survey

20. Turnover and Terminations

**For 2025 YTD, enter the percentage of your terminations that corresponds to each type of termination category for each position level. If there was no management turnover, please leave the answer blank. (Each column must add up to 100)**

\* 74. Hourly FOH

Voluntary	<input type="text"/>
Involuntary	<input type="text"/>
Unknown	<input type="text"/>

\* 75. Hourly BOH

Voluntary	<input type="text"/>
Involuntary	<input type="text"/>
Unknown	<input type="text"/>

76. Non-GM Manager

Voluntary	<input type="text"/>
Involuntary	<input type="text"/>
Unknown	<input type="text"/>

77. General Manager

Voluntary	<input type="text"/>
Involuntary	<input type="text"/>
Unknown	<input type="text"/>

\* 78. Please grade each of the following voluntary termination factors that have contributed to employee turnover in your organization in the last year, from 1 - 5, with 1 being a high contributing factor and 5 being a low contributing factor. Enter 0 if unknown.

	Hourly FOH	Hourly BOH	Manager (Excluding GMs)	General Managers
Overall job satisfaction	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Immediate promotion at another company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Poor work/life balance	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Poor company culture/fit	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Higher compensation at another company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Richer benefits at another company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Job abandonment (underlying cause unknown)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Conflict with manager/supervisor	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Conflict with schedule	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Personal reasons	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

\* 79. Rank the most effective methods in improving retention/reducing turnover of **restaurant hourly, non-management** employees over the last six months, with #1 being the most effective method.

- More frequent pay adjustments  N/A or Unknown
- PTO changes (more time off or greater flexibility)  N/A or Unknown
- Retention bonuses  N/A or Unknown
- Paying employees more often  N/A or Unknown
- Tuition reimbursement  N/A or Unknown
- Larger Pay Adjustments  N/A or Unknown
- More predictability in scheduling  N/A or Unknown
- More flexibility in scheduling  N/A or Unknown
- More/improved training  N/A or Unknown
- Investments in equipment and technology  N/A or Unknown

\* 80. Rank the most effective methods for improving retention/reducing turnover of **restaurant managers** over the last six months, with #1 being the most effective method.

- |   |                      |   |   |
|---|----------------------|---|---|
| ☰ | <input type="text"/> | More frequent pay adjustments                                   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Larger pay adjustments  | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Professional development  | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | PTO changes (more time off or greater flexibility)              | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Reduced work hours or more attractive schedules                 | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Retention bonuses   | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Investments in equipment and technology                         | <input type="checkbox"/> N/A or Unknown |
| ☰ | <input type="text"/> | Long-term financial incentives (stock options, ownership, etc.) | <input type="checkbox"/> N/A or Unknown |

**Average cost of termination per terminated employee.**

Cost of turnover is separated into 3 general categories: **separation, replacement, and training costs**. Include hard costs only. Total Costs should equal the sum of the three categories.

Please complete the information for the categories that apply to your company as a *whole dollar (\$) amount without a dollar sign or additional punctuation*.

Please enter the estimated Total Costs amount by itself if cost breakdown by category is unknown.

\* 81. Restaurant Hourly - Average Termination Costs

Separation	<input type="text"/>
Replacement	<input type="text"/>
Training Costs	<input type="text"/>
<b>Total Costs</b>	<input type="text"/>

\* 82. Non-GM Restaurant Manager - Average Termination Costs

Separation	<input type="text"/>
Replacement	<input type="text"/>
Training Costs	<input type="text"/>
<b>Total Costs</b>	<input type="text"/>

\* 83. Restaurant General Manager - Average Termination Costs

Separation

Replacement

Training Costs

**Total Costs**

2025 Total Rewards Survey

21. Training & Development

\* 84. For your restaurants, how many hours on average does your company dedicate to **new hire orientation** for the following positions?

Front of House Hourly Employee

Back of House Hourly Employee

\* 85. How many hours of **new hire training** does your company dedicate, on average, to a new employee in each position mentioned below? (Do not include the hours of orientation entered in the previous question).

Front of House Hourly Employee

Back of House Hourly Employee

FOH Manager in Training (Entry-level)

BOH Manager in Training (Entry-level)

\* 86. How many hours of **ongoing training** does your company dedicate each year, on average, for an incumbent employee in a position listed below? (Include only hours for tenured employees, exclude training for new hires)

Front of House Hourly Employee

Back of House Hourly Employee

Assistant Managers

Kitchen Managers

General Managers

\* 87. What percentage of your company's **annual training time** for an individual unit manager (General Manager) is allocated to the following? Responses should add up to 100 and be entered without a percentage sign.

Please leave the corresponding box blank if subject is Not Applicable.

Basic Job Skills

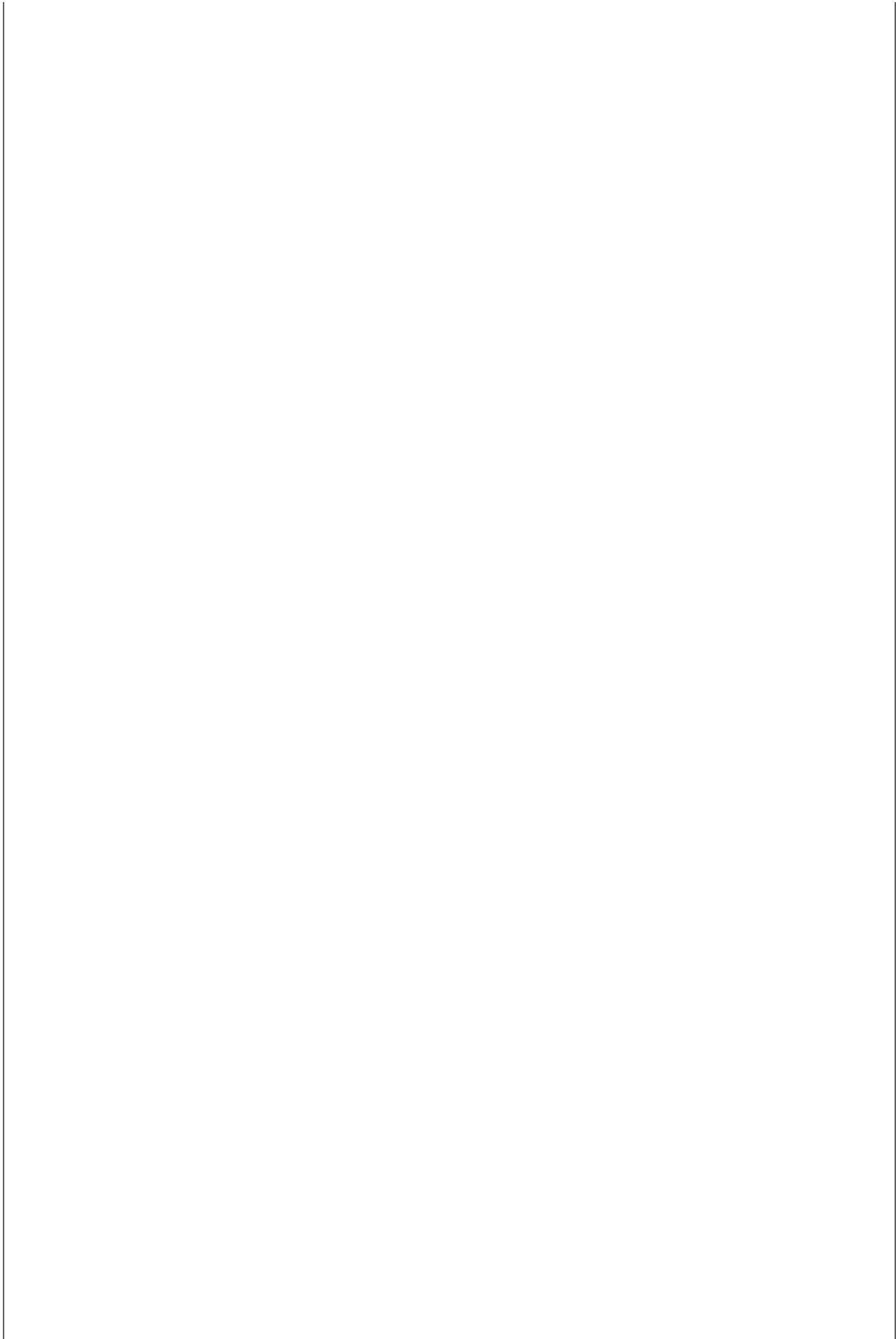
Culinary Skills

Customer Service

Leadership Development

HR Programs - Diversity, Harassment, etc.

Other



## 22. Diversity & Inclusion

\* 88. Does your company have a corporate diversity strategy/statement?

- Yes
- No

\* 89. Which of these diversity categories are explicitly included as part of your diversity strategy?

- Gender
- Race/Ethnicity
- Age
- Sexual Orientation
- Other

\* 90. Do you have a designated person responsible for leading your diversity efforts?

- Yes
- No

91. To whom does this person report?

- CEO or President
- Highest ranking position in Operations
- Highest ranking position in HR
- Director or manager-level HR
- Other



23. New Questions for 2025

\* 92. Which of the following performance-based incentives or rewards do you offer to your top-performing management employees? (Based purely on performance and not tenure)

- Stock options
- Co-ownership
- Trip Rewards
- Corporate retreats
- Car allowances
- We do not offer performance-based incentives
- Other (please specify)

93. Which HRIS/Payroll system is your company using in 2025?

Other (please specify)