

Brewgooder

Work in Progress Report 2020 - 2021

One year ago we set out on the start of a long journey to become a more inclusive and diverse business; a beer brand that drinkers, no matter their background could feel welcome in, and somewhere where internal aspirations were matched by external accountability.

We began a Work in Progress.

Work In Progress was at first the result of a deep introspection prompted by the murder of George Floyd, and the continued growth of the Black Lives Matter movement. Our team had a desire to be an actively anti-racist — not just a ‘non-racist’ — company. Put simply, to look at ourselves, and move in a direction of standing and showing up. We published 14 ways we wanted to improve and committed to letting people know how we got on by reporting every year on our progress.

Within weeks this initial response had grown, prompted by some good friends, to become more expansive; to let Work in Progress become an open, de-centralised movement of breweries that aspired to a more inclusive, more diverse, and more equitable industry. There was no barrier to entry, the dues were simply a commitment; to be honest about where you were, clear on where you stood, and accountable on what you did, and did not do.

Over 20 breweries signed up to this, during the midst of a pandemic that, at the time, had no clear end in sight.

There are a lot of things we have been proud of starting, and even more things we could have been far better at over this last year. The following is our account, for you to read, and to judge, whether we are living up to the ethos of a Work in Progress.

Anti-Racism

As a team of four, we developed a 14-point plan for becoming more actively anti-racist and equitable during 2020 and 2021. These ranged from better recruitment practices to mentoring. Below is our assessment of how we reached or failed to reach the commitments we have set.

Area	Commitment	Evaluation	Improvement
Internships	We will create an internship programme for Black and Minority Ethnic people to gain insight and working experience within the craft beer industry paid at Real Living Wage.	No internship opportunities were created within the past year. Internally we had furloughed staff for a proportion of the year which made this difficult.	A guaranteed internship programme is to be created to provide the recipient of our brewing scholarship. This will be live by the summer of 2022.
Recruitment	We will develop job ads and construct interview processes that are inclusive, and guarantee Black and Minority Ethnic applicants an interview, to attempt to overcome implicit bias.	We made additional, albeit imperfect efforts to encourage diverse applications in our recruitment processes, and to our knowledge, interviewed candidates who disclosed their status as a person of colour. Our recruitment process resulted in the increase in representation through the recruitment of a woman of colour, and an experienced beer industry leader with extensive D&I experience joining in May 21.	To continue to seek ways to encourage a diverse pool of candidates by ensuring we are reaching out to as many people as possible.
Continuous Development	Dedicate 1 day per year for anti-racist learning and development for our team, held annually on May 25.	There is no shirking from the fact that this specific commitment was missed.	A programme of education is being developed internally, with external support for this for May 25 2022.
Mentoring	Devoting 100 hours per executive team member annually to purpose-driven entrepreneurs from Black and Minority Ethnic backgrounds, to share our learnings from founding, building and leading purpose-driven companies.	While around 20 hours were used in this way with female POC entrepreneurs and business leaders with positive results, we fell short of the specific commitment considerably, as a result of internal pressures that meant the leadership were often stretched by taking on additional day-to-day work during the pandemic.	A revised target of 25 hours will be introduced during the next year, which we think represents a reasonable amount of time for positive results.
Board Representation	To actively seek to recruit business leaders from Black and Minority Ethnic communities to help lead the future direction of our business.	While positive steps were taken that resulted in increased board diversity in 2021, this was not achieved.	We will also implement a “Mentee” system of working with entrepreneurs of colour and female leaders to learn from their experiences.
Supporting Creatives	To work with more Black and Minority Ethnic creatives on consumer-facing campaigns and brand world creation.	Several campaigns where we engaged outside creative support featured POC in the teams and leadership roles within the agencies, but the extent of the deliberate engagement of allowing POC to influence the direction of these campaigns from the start could be made more explicit.	We will commit to renewing efforts to increase POC representation at an NXD or advisory level, depending on the preference of candidates during 2021.

Anti-Racism

(continued)

Area	Commitment	Evaluation	Improvement
Impact Communication	To exclusively promote narratives of positive empowerment of our impact communities and refuse to publish or endorse our own images, or images of our partners which perpetuate myths of dependency and helplessness in African communities.	We took active steps to reduce negative narratives of dependency in our impact communications and worked with our impact partners to show both empowering images from the continent, as well as showing more diverse communities where water access is an issue.	
Eliminate Appropriation	To eliminate from our brand world images of appropriation of other cultures and instead to promote accessibility in our design and packaging which celebrates our impact in African communities without commodifying those communities in the process.	We removed all aspects of cultural appropriative images from our new packaging during 2021, which will see all packaging transition to a more inclusive look and feel by the end of 2021.	For us, the elimination of Malawian imagery, place names and language was a priority and something we think we have achieved with the transition to new packaging. We will continue to examine this in 2022.
Brewing Partners	When brewing with partners in the industry we will insist they share our pledges or actively commit to demonstrating a high level of commitment to their own anti-racist policies.	We brewed with several brewing partners during 2020/21 who each shared a commitment to anti-racism to varying degrees, and were satisfied that, like us, they were beginning to move in the right direction.	In 2022 we will formalise this process so that brewing partners will have to sign up to adhere to anti-racist commitments before we work with them.
Collaboration	To actively work on at least one collaboration project with a Black and Minority Ethnic owned and lead brewery locally or globally each year.	Not owning our own brewery has made this difficult, and where possible we directed consumers to purchase from the breweries owned by POC that we would like to have collaborated with. But we specifically failed to deliver on this commitment.	As a team, we have renewed this commitment for 2022.
Brewing Scholarship	The creation of a scholarship fund for Black and Minority Ethnic people to access the HW Brewing and Distilling Undergraduate Course.	We established a £2000 per year scholarship for students of colour to access this course, which will be live from August 2021.	As a team, we have renewed this commitment for 2022.
Accountability	To report on our progress against our policies annually.	This report is our attempt at transparency and accountability.	We will continue to be accountable in 2022, based on our commitments and progress.

What next?

We have a long way to go to implement better day to day practices that truly live up to becoming a more anti-racist company, and by carrying over many of these commitments we hope to have made greater strides towards this by the time of our next Work In Progress report.

LGBT+ Inclusion

This area was incorporated into our expanded remit for Work In Progress, so that we could replicate the move in a positive direction in the area of allyship for LGBT+ communities, that was made in the area of anti-racism.

Area	Commitment	Evaluation	Improvement
LGBT+ Advisor	Creating an LGBT+ advisory role within Brewgooder to work with our leadership team.	We made an appointment and over the year have developed the start of a direction of travel, and some concrete outputs such as an inclusive staff handbook and LGBT+ history podcasts. However, we feel that this has been insufficiently championed at a Leadership level.	We will work with our Advisor in this area to develop a concrete plan in this area and support it with internal resources and an internal champion, developing express commitments and areas for improvement.
Showing Up	Being a more visible ally for the LGBT+ community.	We made positive if small steps in this area by creating a series of podcasts that celebrated the role of bars in LGBT+ history.	We will build on this to develop a calendar of opportunities, outside of Pride, to celebrate and show up for our LGBT+ communities during 2022.

What next?

While it is clear that this area has a long way to go in terms of being fully developed, we think that there is both a strong foundation and a willingness to get better within the team that will be strengthened by a growing team for who LGBT+ inclusion is a particular passion. We will work closely during 2022 with our board advisor to bring to life a more visible, more impactful LGBT+ inclusion.

Female Representation

Female representation in our leadership team has always been something we wished to address as founders, and over the past few months, the growing awareness of the lived experience of women within the industry has thrown this into starker contrast.

On a wider scale, sexism and harassment are serious issues in our industry, and we wish to actively do our bit to combat them. We took small steps in this direction during the past 12 months, but hope to be more ambitious.

Area	Commitment	Evaluation	Improvement
Board-Level Female Representation	To increase the number of female non-executive directors to help steer our strategy with their perspectives.	We recruited two senior industry and purpose leaders to our non-exec team during 2020. They have been invaluable in helping us navigate a difficult year.	This recruitment was a start but falls short on other areas of intersectional inclusion, lacking women of colour or queer women. We hope to move in a direction of adding more diverse perspectives and experiences to our NXD and senior leadership teams over the next 12 months.
Equitable Colleague Representation	To aim for equitable gender balance in our team.	2020, for various reasons, saw us move from an equitable split in our team to one that is (by August 2021) cisgender-male dominant.	We will work to ensure there is sufficient attention paid to the shifting gender balance of our team as we recruit, and to also acknowledge the seniority gaps which might emerge where men outnumber women in leadership and strategic positions.

What next?

We believe we have failed to adequately show up during some of the more recent reckonings with sexism within the industry. Over the next year, we will listen to the female members of our team to develop a set of actions that will help us be a better company and better ally for those fighting for justice and equity within the industry. Through our inclusive staff handbook, we will also strive to ensure that everyone has access to the resources and processes that they need to feel safe and secure in their workplace and in interacting with others in the industry, to afford them the platform to be empowered and reach their full potential.

Our next year of Progress

We have got off to a start, and that is the main thing. It is clear our ambitions are in the right place, but we must get better, and we must do so quickly. We pride ourselves on being a company and team that has shown to deliver on commitments, purpose and impact, and we will continue to do so.

We cannot hide from the fact that past year, and for the entire duration of our life as a brand, we have been led by two white, heterosexual, cisgender men. Our natural authority in this area starts from a very low base. But, as our team gets bigger, more diverse, more experienced, more ambitious; we hope to get better as a brand, and as founders.

Over time we want not just to be better at hitting our own targets but in being a resource for others in the movement, and outside it to lean on for additional support. We will not get perfect, it is and always will be a Work in Progress.

With all this in mind, we will share our new Work In Progress in the coming months. We hope to see you on July 14, 2022, with some great progress to share, and new commitments. We hope you hold us to account and can support us along the way.

Thank you for being on the journey,

Handwritten signatures of Alan and James, the co-founders of Brewgooder. The signatures are in black ink and are positioned above the text identifying them.

Alan & James, Co-founders @ Brewgooder