



**BREWDOG**

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**THE CREWPRINT**

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**AUGUST 2019**



# FROM REBEL TO MAVERICK: SCALING OUR CULTURE.

BrewDog exists for one very simple reason. To make other people as passionate about great craft beer as we are.

We also want to show that craft beer can be a force for good and build a completely new type of business. A business that is community-owned, a business that gives back, a business that is open and transparent and a business that looks after its amazing people incredibly well. In short, a business that we are all extremely proud to be part of.

Very few growing companies manage to make the transition from small company to medium sized company whilst keeping their culture intact. They almost all fall into the inevitable trap of becoming very corporate along the journey.

The companies that manage to fight hard enough to keep their culture during high growth usually end up becoming iconic and enduring global businesses – like Patagonia, Netflix, Google and Southwest Airlines.

This CrewPrint will be the roadmap for BrewDog as an employer for the next 12 months and beyond. A cast iron commitment and a setting of the bar to which we can hold ourselves accountable.

The document is split into two sections. The first contains details on all the things we currently do and how to access them as a team member. We already do so many great things but it can be tough to understand what they are or how to access them as a team member; this document outlines them all together for the first time. The second half of the document outlines new initiatives and commitments we have developed together with our team.

Rebels smash the system. Mavericks build new ones. As we enter our second decade we need to make the move from Rebel to Maverick as we look to build one of the best companies of our generation.

Hold fast,  
James

# BREWDOG BENEFITS

## UNICORN FUND

Via our ground-breaking Unicorn Fund, we give away 10% of our profits, to our amazing crew members, every single year. In addition, we have formally committed to reinvesting the entire balance of our profits into the two things we care most about: our beer and our people, for the next five years.

The Unicorn Fund is a blueprint for a new 21st Century business model with our entire team share equally in the profits the business generates.

BREWDOG P&L SUMMARY		MARCH '19	+/- '18
TURNOVER	£9,970,122		+16%
COST OF SALES	£6,372,475		+13%
GROSS PROFIT	£3,597,647		+22%
OTHER INCOME	£149,074		+70%
OVERHEADS	£3,080,176		+12%
DEPRECIATION	£321,853		+35%
INTEREST	-£195,759		-752%
		<b>NET PROFIT</b>	
		<b>£540,449</b>	<b>+593%</b>
		<b>ADDED TO UNICORN FUND: £54,045</b>	

## CICERONE



Our mission is to make others as passionate about great craft beer as we are and elevate the status of beer. Both of these objectives are grounded in a deep knowledge of beer which underpins everything we do.

We have more Cicerones in our business than any other company on the planet. And by becoming a Certified Cicerone you earn yourself an extra £2,400 per year and Master Cicerone you automatically earn £7,200 more per year. Oh, and become at least 200% more awesome.

Cicerone set the benchmark for world class beer education and we have been working with them since 2010. We pay for the exams and everyone gets a one-off bonus payment for passing the first level, with an automatic pay increase for every additional level they pass

Cicerone is hardcore personal development for beer loving punks!

## THE LIVING WAGE



We have been a National Living Wage Employer since 2013 and this is key to everything we believe in.

We are also the only national hospitality employer who pays the Living Wage. This increases our people costs in 2019 by an estimated £1.5m compared to just paying minimum wage. We want to build a business that looks after its people well.

For us the Living Wage is also just a starting point and we layer numerous benefits on top of this to create really strong packages for our crew members.

## PUNK TO PUNK

Our Punk to Punk bonus systems puts the power back in your hands and lets you reward your fellow crew members for doing awesome stuff! Everyone has a £100 annual allowance to use to reward fellow team members for doing amazing things in line with the BrewDog Charter.

Plus, the two people with the most Punk to Punk bonuses in a particular month become two of our four Top Dogs for the month.

In 2018 we paid out over £60,000 in Punk to Punk.

# BREWDOG BENEFITS

## BREWDOG SABBATICALS

Exploration, travel, learning and development are key cornerstones of anyone's personal journey. To that end,

everyone who works for us for five years automatically qualifies for a fully paid four week sabbatical to explore, to learn, to develop, to travel or just to chill.

Over 38 Sabbaticals have been taken so far, including a road trip visiting every brewery on the West Coast of America, a trip across Australia and New Zealand, and even one person who took their baby on a tour of Belgian breweries!

To help keep our amazing team healthy, happy & firing on all cylinders, all of our full time crew members qualify for free private medical care. We care passionately about the health and wellbeing of our teams.

To purchase this yourself, it would cost around £1500 annually.

## ENHANCED PENSION CONTRIBUTION

Planning for the future is important, regardless of which stage of life you are currently at. At BrewDog we make enhanced pension contributions for all crew members of up to 10%. For context, the statutory minimum is 1% meaning we do 10 times more that we are required to here.

People are living longer. So this will help ensure you can buy enough beer to make your retirement the best one ever.

## PRIVATE MEDICAL CARE



## BEER ALLOWANCE

Team members are entitled to 24 bottles or cans per month and our retail team are entitled to one beer after each shift.

Over the last 12 months, this equated to almost half a million beers!

## CREW TREATS

Our crew treats website is filled with discounts, offers and benefits for our staff. £15.3k was spent through Crew Treats in February 2019, saving employees £1.2k!

## EXTRA HOLIDAYS

To help our crew members get enough time away from work we provide a minimum of 31 days of holiday per year compared to most companies who only provide 28. Plus, this allowance automatically increases by one for each year you have worked for us, up to a maximum of an extra five days. After five years this equates to 36 days compared to the statutory minimum allowance of 28. So eight extra holiday days!

## FANZINE

Staff receive a free edition of our monthly beer club, with three new and exclusive beers each month.

## KILLER DISCOUNTS

**25%** IN OUR BARS   
**30%** ON OUR ONLINE SHOP   
**50%** ON MERCH 

# BREWDOG BENEFITS

## BREWDOG FOUNDATION

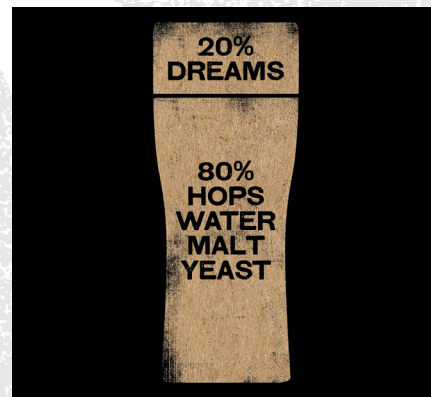
As part of our commitment to build a completely new type of business, since 2017, we have committed to donating a portion of our profits each year to fund incredible charitable activities across the world. We are on a mission to change the world of beer, and we want to help show that business can be a force for good.

Through the BrewDog Foundation, we will donate £1m each year to charitable initiatives that our crew and Equity Punk community want to support.

In the last 12 months we have supported causes including the Scottish SPCA, Aberdeen Street Pastors, YHA England and Wales, and Outdoor Access Trust for Scotland.

## CHARITABLE GIVING MATCH

We believe in giving back. If you want to make a charitable donation, we will help you amplify that impact by matching you pound for pound up to £200.



## CHARITY DAYS

Every full-time member of our team is entitled to work one day, for a charity of their choice, each year. We only ask they share a one page report with our teams. This currently equates to over 1000 days work per year, or over five years' worth of work, annually.



## PAWTERNITY



We were the world's first company to introduce Puppy Parental Leave. We know that welcoming a four-legged arrival to the family is a big commitment. Gaining trust, house-training and working out routines take time so we have decided to make things easy by offering Puppy Leave.

It's like Parental Leave, but with more throwing of sticks. Take on a new dog (either puppy or a rescue dog) and our staff can have a week away from work to start that lifetime's bond. We also allow dogs in our offices so they'll never be too far away.

## ENHANCED PATERNITY AND MATERNITY LEAVE

We offer enhanced packages for our staff when having their own pups.

In the last 12 months, we have celebrated 34 babies from BrewDog staff.

## CHILDCARE VOUCHERS

Operated through the Crew Treats website is the facility to cut the cost of childcare by saving money on Tax and National Insurance contributions.

## LIFE ASSURANCE

BrewDog offers life assurance to all of our team members.

The death rate (for humans) continues to hold steady at 100%.

## EDUCATION SUPPORT FUND

We help provide funding towards courses to help develop our staff within their roles at BrewDog.

## DO NOT DISTURB KITS

We provide a pair of Bose headphones and a water pistol to every desk-based employee. When the headphones are on, do not disturb. If someone disturbs you, use the pistol.

Each time you are distracted at work it can take over 20 minutes to refocus on the task at hand. Our DND kits save us hours of lost productivity.

## EMPLOYEE ASSISTANCE PROGRAM

Providing immediate access to confidential legal, financial and medical advice via telephone counselling service that operates 24 hours a day, 365 days a year.

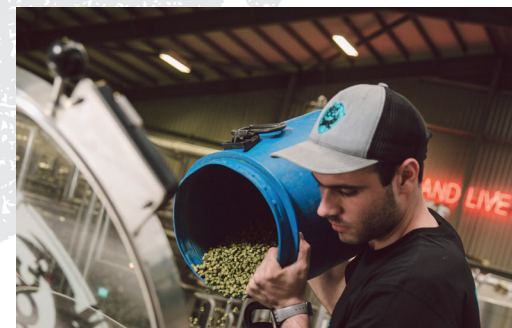


## NEW CREW INITIATIVES

AS WELL AS MAKING THE GREAT THINGS WE DO MORE ACCESSIBLE AND MORE VISIBLE TO OUR TEAM MEMBERS, WE HAVE ALSO WORKED WITH OUR TEAMS ACROSS THE BUSINESS TO PUT SOME NEW INITIATIVES IN PLACE TO HELP US BE THE BEST COMPANY TO WORK FOR THAT WE POSSIBLY CAN BE.

## ONE UNICORN

After extensive consultation with our teams from 1st January 2020 we are moving to one single Unicorn Fund for all BrewDog employees. We are one team, with one mission and we are all working together towards our common goals and everyone in the business is vital in helping ensure we build an amazing business.



With the new Unicorn Fund 10% of the company's total global profits will be split evenly amongst every single BrewDog team member. So a member of our Columbus tap room team will get exactly the same share of our profits as someone who leads our finance team and someone who works in our Soho bar kitchen will get exactly the same share of our profits as one of our brewers in Berlin.

We will also continue to commit at least £1m from our profits each year to the BrewDog Foundation. And we have committed to reinvest the balance of our profits into further building our business for at least the next five years.

The Unicorn Fund empowers all of our team to act like business owners and then reward them like business owners. One team, one culture, one Unicorn.



## TOP DOGS



To help ensure we recognise and celebrate the amazing things our teams do all across our business, we are introducing Top Dogs of the Month. There will be four Top Dogs of the Month and they will all be featured in Dog Tales and qualify for a £500 bonus paid in either cash or Hop Stock.

Two of the Top Dogs will be chosen by our teams and they will be the two crew members with the most Punk to Punk nominations for that period and two will be chosen by our senior management team.

## TEAM BUILDING ALLOWANCE

This is something you guys have repeatedly asked for and we are delighted to implement. From now each manager has an annual team building allowance to put together team building experiences for the people in their department.



## HOP STOCK

To make Hop Stock even better and to get as many of our team owning part of BrewDog as possible all bonuses including Unicorn Bonuses can now be taken partly or in full in discounted BrewDog Shares. The shares will be at a 20% discount to the last EFP price as we firmly put our money where our mouth is in terms of community and team ownership.

## £500 TO QUIT

BrewDog is not a company for everyone, it is gritty, fast-paced and intense. At the end of every induction we are going to offer everyone £500 to quit if they believe that BrewDog is not right for them.

We want crew members who passionately want to work for us and who believe in our culture and our values.

## £100 TO SPEND WITH US, EACH YEAR!

Every Team member will be given £100 to spend in our bars or on our online shop each year. \*Letting you experience our brand as a customer as well as a custodian.

\*As this is free, it does not stack with staff discount.

# THE BREWDOG SALARY CAP

We want to put a far bigger emphasis on developing our own people internally and developing our next generation of leaders internally too. We realise that the best future leaders of our business are people who have lived and breathed our culture, shared our passion and worked their way up through our organisation.

We also want to build a new type of business. One that rejects the status quo and one that turns normal business assumptions on their heads.

To that end we are introducing the BrewDog Salary Cap.

The BrewDog salary cap means that no-one can join our business for a salary which is more than 7x what our lowest salary is: currently £18,700.

Furthermore, this is capped at a maximum of 14x, increasing by one for each year of service. This means we have to develop our own leaders internally as this prohibits us from hiring expensive external senior people. This in effect guarantees ample progression opportunities for our amazing team members and means we have no other option but to really focus on developing our key people.

This is craft beer for the people, by the people. In American public companies the average salary gap between the highest and lowest paid team member is a staggering 361 times, in UK public companies the average gap is still a massive 141 times. This means we will be setting a new standard here and be 10 times better here than the average UK company and 25 times better than the average US company.



# REDUCING BUREAUCRACY



We want to build a culture of freedom and responsibility. The two go hand in hand and for the next few months we are going to try an experiment. We are going to kill three internal policies and put the trust in our teams to act in the best interests of the business at all times.

Firstly we are going to kill both our expenses policy and our travel policies for three months and for the next three months our travel and expense policy will simply be:

**Act in BrewDog's best interests.**

We will of course continue to monitor travel and expenses and we will chat to people when we think they are not acting in the company's best interests. And we still expect team members to use the company money frugally and spend every single penny as if it were your own.

Secondly, we are going to kill crew reviews for the next six months as a trial too. After discussing this with our teams we feel they are too ritualistic, too bureaucratic and too time consuming and essentially a very old-fashioned way of managing performance.

Instead our managers need to have frequent, ongoing and direct conversations with our team members as an organic part of your work. Feedback is most effective and timely when delivered in the moment and it is the job of our managers to make sure all of their team members know exactly how they are doing at any point in time. It is also the role of team members to frequently ask their managers 'How am I doing' and our managers need to be very direct and candid in their response.

The time we save from the laborious quarterly crew reviews should be used to give team members far more frequent in the moment direct feedback.

# CODIFYING OUR CULTURE

**AS WE GROW IT IS VITALLY IMPORTANT WE ALL KNOW EXACTLY WHAT OUR CULTURE IS. AND HOW WE CAN CONTINUE TO IMPROVE OUR CULTURE AS WE GROW.**

**Our Brewdog charter acts as our compass, it guides us and keeps us on course.**

Our BrewDog Charter acts as our compass, it guides us and keeps us on course. The Charter is who we are.

The new BrewDog Leadership Dogmas are more of a road map, the detailed path, the

framework for decision making and a modern manual for blowing shit up. The Leadership Dogmas are how we do things.

The new Field Guide to Being a BrewDog which outlines the Charter, the Dogmas and our history will be given to all team members and all new recruits as part of their induction.

Our journey so far has been as unorthodox as it is remarkable. To ensure that continues we need to continue to make unorthodox and remarkable decisions. The key thing is to take every single decision as an opportunity to be even more BrewDog.

# WAGESTREAM

We are about to implement Wagestream in our business. Wagestream gives team members the power to draw down their wages whenever they want. The minute you have worked a shift and clocked out you can in theory draw that money down putting you in full control of when you receive your salary.

# DOUBLE UNICORN HEROES

We want you to submit ideas to help us save money and make the Unicorn Fund even more impactful. Simply email [doubleunicorn@brewdog.com](mailto:doubleunicorn@brewdog.com) with ideas to help save us money and the 10 best ideas each year qualify for Double Unicorn for life!

# THE FIELD GUIDE TO BEING A BREWDOG

The Field Guide is a hand book for modern day business vigilantes. It is your handy pocket guide to life on planet BrewDog.



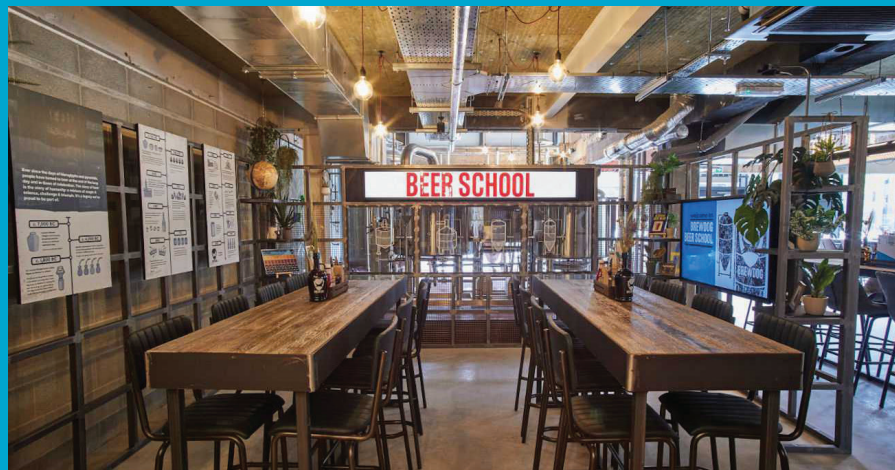


# INTRODUCING THE BREWD OG ACADEMY

As well as other new learning and development initiatives we are introducing the BrewDog Academy. We feel one of the best ways to develop our people is to help them learn more about the fundamental drivers of our business, directly from some of our key people. The more our teams can understand how our unique business works and the key things our senior leaders focus on when it comes to our own business model the better equipped they are to progress through our business. We also have some amazing world class experts in our business with brilliant experience which they would love to share.



The BrewDog Academy will feature two Monday evening lectures per month, which will also be recorded and will be followed by some beers and an open Q&A session. As well as spending our time dissecting key elements of our own business we will also do case studies on key businesses, business leaders and business books which have been really influential in the development of BrewDog and discuss how we have applied these learnings to our own business. From time to time we will also feature some amazing guest speakers too.



AT BREWD OG, WE BELIEVE IN  
WORLD-CLASS CRAFT BEER

AND WE ARE ON A MISSION TO PUT THE TASTE, THE PASSION AND THE CRAFTSMANSHIP BACK INTO PEOPLE'S BEER GLASSES.

## WE BELIEVE IN COMMUNITY OWNERSHIP

OUR BUSINESS IS PART OWNED BY A COMMUNITY OF OVER 90,000 BEER LOVERS FROM ALL OVER THE PLANET.

### WE BELIEVE IN BEING A GREAT EMPLOYER

WE BELIEVE THAT OUR LONG TERM DESTINY WILL BE COMPLETELY DEPENDENT ON HOW WELL WE LOOK AFTER OUR AMAZING PEOPLE.

### WE BELIEVE IN RADICAL TRANSPARENCY

FROM OUR BEER RECIPES TO OUR FINANCIALS...AND FROM OUR PROFITS TO OUR FUTURE PLANS.

### WE BELIEVE IN INDEPENDENCE

IN AN INDUSTRY DOMINATED BY MULTI-NATIONAL CONGLOMERATES, WE ARE MAKING A STAND FOR INDEPENDENCE, A STAND FOR AUTHENTICITY AND A STAND FOR CRAFT.

## WE BELIEVE THAT BUSINESS CAN BE A FORCE FOR GOOD





**BREWDOG**