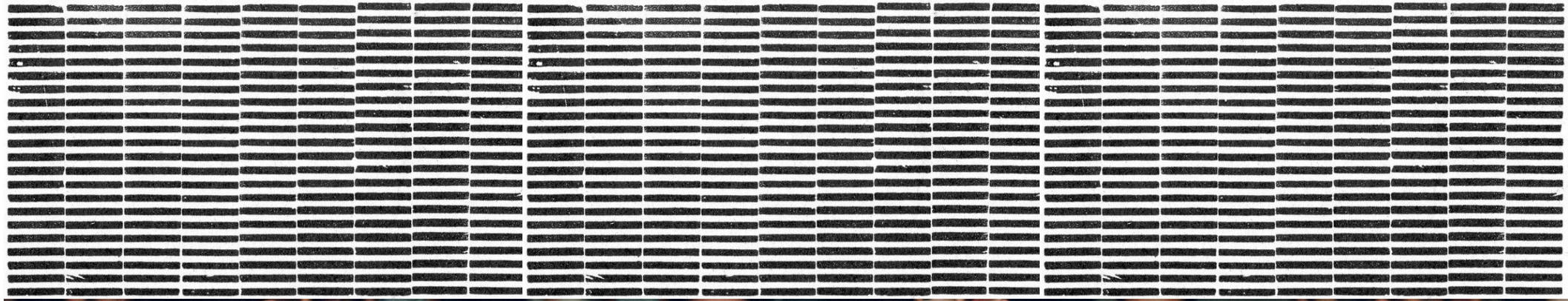


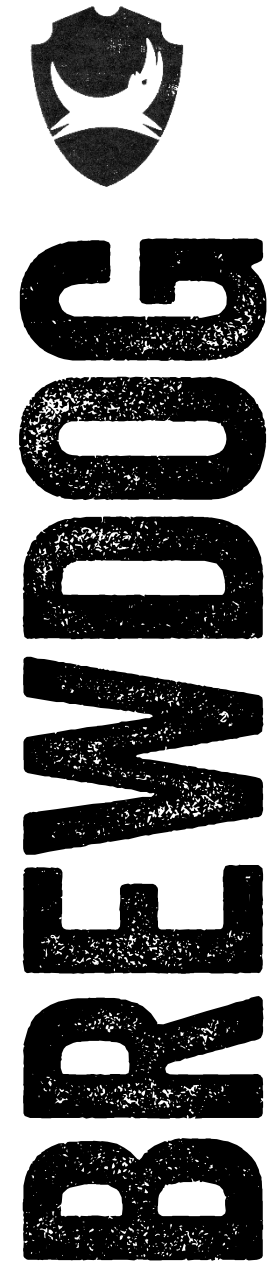


**THE CRAFT BEER**

**REVOLUTION MANIFESTO**

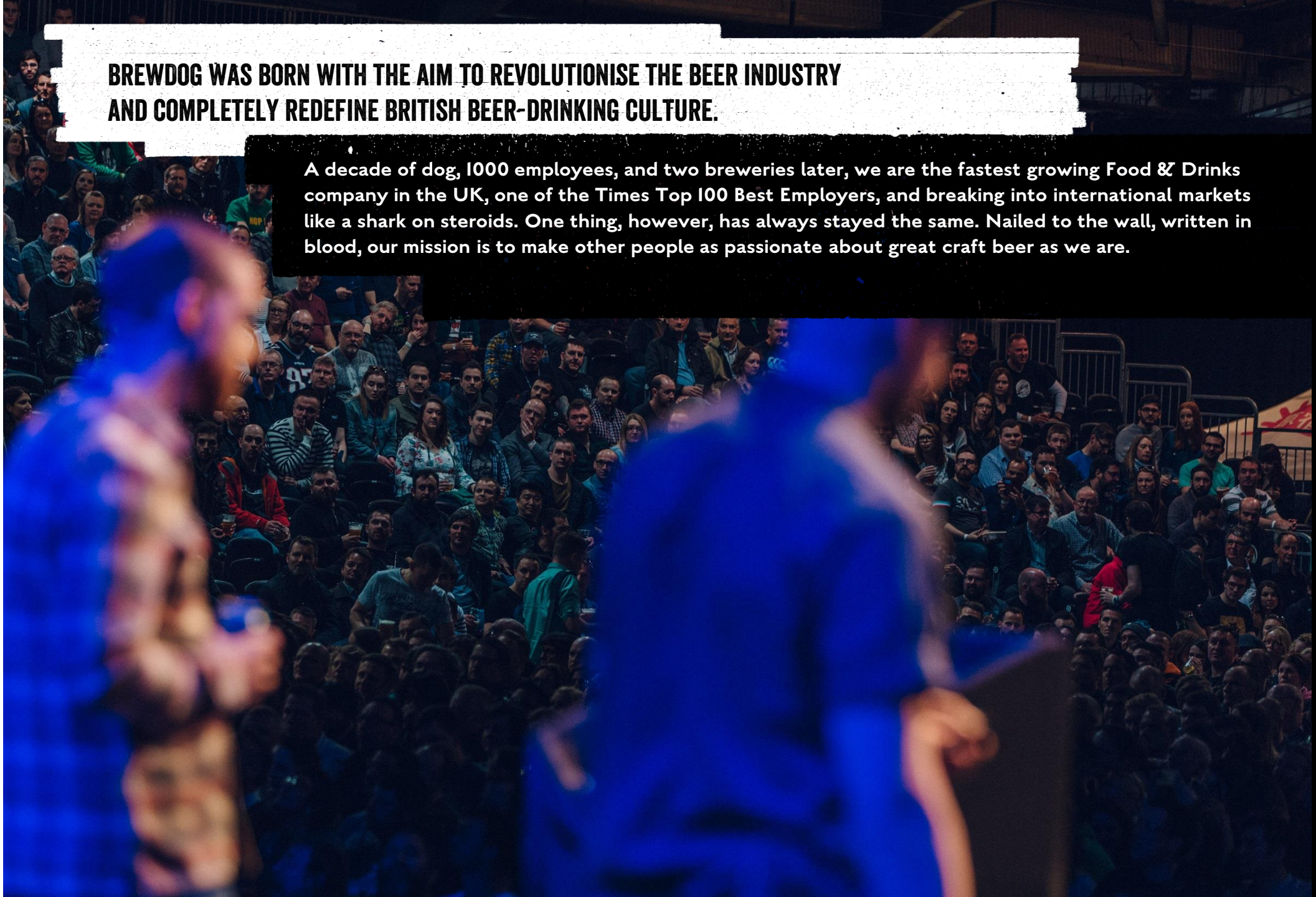






**BREWD OG WAS BORN WITH THE AIM TO REVOLUTIONISE THE BEER INDUSTRY  
AND COMPLETELY REDEFINE BRITISH BEER-DRINKING CULTURE.**

A decade of dog, 1000 employees, and two breweries later, we are the fastest growing Food & Drinks company in the UK, one of the Times Top 100 Best Employers, and breaking into international markets like a shark on steroids. One thing, however, has always stayed the same. Nailed to the wall, written in blood, our mission is to make other people as passionate about great craft beer as we are.





# OUR MISSION

**TO MAKE OTHER PEOPLE AS PASSIONATE  
ABOUT GREAT CRAFT BEER AS WE ARE.**



# OUR CHARTER

**WE BLEED CRAFT BEER.**

This is our true north.

**WE ARE UNCOMPROMISING.**

If we don't love it, we don't do it. Ever.

**WE BLOW SHIT UP.**

We are ambitious. We are relentless.

We take risks.

**WE ARE GEEKS.**

Learn obsessively. Share evangelically.

**WITHOUT US, WE ARE NOTHING.**

We. Are. BrewDog.



# OUR VISION



TO MAKE PUNK IPA THE BEST SELLING CRAFT BEER ON THE PLANET.  
TO BECOME THE BEST COMPANY TO WORK FOR. EVER.







**EQUITY FOR PUNKS BEGAN IN THE UK IN 2010, AND EVENTUALLY LAUNCHED STATESIDE IN 2017 WITH THE OPENING OF OUR COLUMBUS, OHIO BREWERY. WE NOW HAVE OVER 55,000 SHAREHOLDERS WORLDWIDE. THESE GUYS ARE OUR BEERY BRAND AMBASSADORS; OUR CRAFT CRUSADERS.**

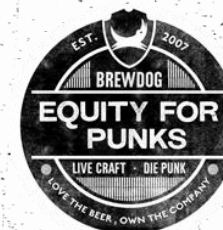
# EQUITY FOR PUNKS

At BrewDog, our philosophy has always been to shorten the distance as much as possible between ourselves and the people who enjoy our beers.

Equity for Punks is the ultimate incarnation of this philosophy.

We are owned by thousands of people who love craft beer. They are our shareholders, our friends, our community and the heart and soul of our business.

Our hopped-up army of Equity Punks are our biggest asset. They are our harshest critics and our greatest advocates. They are our cultural and beery ambassadors; the fuel to our revolt against the big beer establishment. They have helped us shape our business into what it is today.







# OUR BRAND

Our brand is not just our identity, It encompasses our entire purpose.

People don't just care about either our beer or our PR activity; they buy into our entire entity. Our status as an employer, the values we stand by, our collaborations with other breweries, who we are, and why we are here.

We believe a brand is shaped by the customer. Our customers, our Equity Punks, our employees. Their perception of us is what shapes our brand, which is why anything other than sticking by our mission and values is like brand suicide.

**OUR BRAND IS THE MOST POWERFUL WEAPON IN OUR  
ARSENAL TO CHANGE THE WORLD.**





**WE ARE NOT AFRAID. NOT OF REVOLUTION. NOT OF CHALLENGING THE STATUS QUO. WE WILL DO WHATEVER IT TAKES, BEER IN HAND, TO OBLITERATE MASS-PRODUCED, TASTELESS, MONOLITHIC BEER.**

# **AGAINST THE GRAIN**

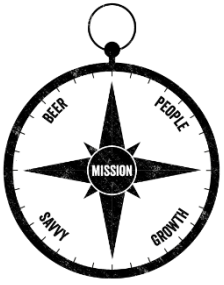
**We will never conform. Everything we do, we do it because we believe in it. If we don't love something, we won't do it. Ever.**

**We have done some pretty insane things in our first decade. Think the world's smallest protest, taxidermy squirrels, our big beer spoofs, dropping fat cats from a helicopter, and parodying Vladimir.**

**We do things against the grain. We will do what we think is right – and we really don't care what people think.**



# OUR PILLARS



## BEER

QUALITY IS OUR NUMBER ONE FOCUS FOREVER. AND EVER. EACH DECISION WE MAKE TIES BACK TO AMAZING CRAFT BEER. WE LIVE AND DIE BY EVERY SINGLE GLASS.

## PEOPLE

WE ARE OUR PEOPLE. IT IS OUR COLLECTIVE TEAM THAT DETERMINES OUR DESTINY. OUR PASSIONATE AND RESILIENT CULTURE IS WHAT MAKES US WHO WE ARE.

## SAVVY

WE SHARE 10% OF PROFITS BETWEEN OUR TEAMS EQUALLY, AND ANOTHER 10% BETWEEN CHARITIES CHOSEN BY OUR STAFF. EVERYONE SPENDS EVERY SINGLE PENNY AS IF IT WAS THEIR OWN, BECAUSE IN REALITY, IT IS.

## GROWTH

WE WORK IN DOG TIME AND EVERY SECOND COUNTS. WE ARE GROWING AT A SPEED OF KNOTS AND CONSTANTLY EVOLVING. WE EAT CHAOS FOR BREAKFAST.



# BEER

Our sole purpose is to make incredible craft beer. This is why each person we employ becomes a Certified Beer Server, and has access to the Cicerone Programme. Our crew regularly display epic levels of beery obsession, as do the thousands of people who fill our bars to the rafters, or order BrewDog beers online. This unique individualism is what makes craft beer amazing – people taking an interest and developing it into a passion.

We constantly work to shorten the distance between the people that drink our beer and the people that make it.

We share evangelically. We also learn obsessively. This is why we published all of our beer recipes we've ever brewed; some salvaged from old notes in Site One going back years, to form a beautiful book called DIY Dog. The homebrew bible of BrewDog beers dating back to 2007.

## BREWDOG IS NOT A STANDARD BUSINESS.

It's a revolution against commercial mediocrity. Everyone is in the frontline, so raise your glass and be ready to fight.





Beer is the reason we exist, so we're pretty fucking passionate about making it amazing. We bring in people that truly want to learn about beer, and we give them the tools they need to do it. We invest a lot into learning and development, and we are really proud of the beery benefits we can offer our crew.

**WE OFFER OUR STAFF...**

**MONTHLY BEER ALLOWANCE**

**INSTORE & ONLINE DISCOUNT**

**FRIDAY PUNK O'CLOCK**

**SENSORY TRAINING**

**BEER SCHOOLS**

**IBD DEGREE SUPPORT**

**CICERONE TRAINING & BONUS**







**QUALITY IS AT THE FOREFRONT OF EVERY DECISION WE MAKE. GREAT QUALITY CRAFT BEER IS THE REASON WE EXIST. WE WILL NEVER COMPROMISE ON OUR BEER, OR ANYTHING WE LOVE.**

# QUALITY

2017 marks a decade of Dog: 10 years since James and Martin began brewing in Martin's mum's garage, starting out what would eventually become a global craft beer movement.

Despite the rapid growth, we have never faltered on striving for exceptional quality. We will kill our darlings and throw away tanks of beer if it doesn't meet our expectations. We put every batch of beer through extensive quality testing and tasting panels. We have a world-class Laboratory with analytical, microbiological, and sensory suites.

Quality matters to us at all stages, which is why our sales teams also work closely with our on-trade customers to ensure correct dispensing and storage of our beers. This means even if you drink our beer in a non-BrewDog bar, it will still kick ass!



# PEOPLE

"If you're going to change the world, you're probably going to need a little help. Unless of course you're a president elect, Darth Vader, or an opera-loving great white shark who has learned to speak and play chess."

We aim to only employ the top 1% of SeaDogs. Our People are what define our business, so it's super important to us that we nail down on company culture. We are uncompromising and will only recruit the most brave, relentless and fierce of humans to join our ranks. Before any customer can love your business, first and foremost, your people must. In return, we offer engagement, autonomy, development, challenge and reward.

Our crew are not just numbers in a sea of lapdogs. Each person plays an integral part in our mission. We owe everything we are to our crew, which is why we have a vision to become the best company to work for. Ever.

It is our collective team that determines our destiny. BrewDog is only great because of our people. We need to recognise this And do all we can to be the best company we can be to work for.

LIVING WAGE | PRIVATE HEALTHCARE | ENHANCED PARENTAL LEAVE |  
LIFE ASSURANCE | EDUCATION SUPPORT FUND | CHILDCARE DISCOUNTS |  
BIKE SCHEME | ONSITE GYM & CAFE | DEVELOPMENT PROGRAMME | UNICORN FUND |  
ENHANCED PENSION | PAWTERNITY LEAVE | SABBATICAL LEAVE | CREW TREATS |







**PASSIONATE | RISK TAKING | GEEKY | DETERMINED | INNOVATIVE | FIERCE | FOCUSED | FAST  
PACED | UNCOMPROMISING | AMBITIOUS | INCLUSIVITY | KNOWLEDGE | TOGETHERNESS |  
SOCIAL | EMPOWERING | INSPIRING | MOTIVATING | RELENTLESS | STANDARDS | BREAKING  
BOUNDARIES | CHALLENGING NORMS | CONTROVERSIAL | HONEST | RUTHLESS | TRUE**

# CULTURE

We are on a mission to make other people as passionate about great craft beer as we are. This means having a killer workforce where no one is carried; every person plays an integral part in the business. Everyone acts as business owners. Everyone performs at an exceptional level. We have a high-performance culture. At BrewDog, we count in Dog Years: we are moving at a speed of knots, and the people that are truly right for our business are consistently uncompromising and relentless in their efforts.

We make hiring decisions based on culture first and will say no to someone, despite their amazing experience, if they aren't aligned with our company values. Our culture inspires our crew to be invested in BrewDog with their heart and soul. As we will over-invest in the people that are right for our business, they will graft on the high seas for as long as it takes, through hell and high water.

To completely revolutionise the beery industry and pave a new path in business, we need our people to be nothing short of grade A superstars. We have regular crucial conversations around performance, and work on guiding people to grow as we grow. If someone loses their connection with our mission, ethos, culture or fails to grow as effectively as our business, we will do all we can to fix this - but if we can't, we will help them to move on.

"IF YOU HIRE PEOPLE JUST BECAUSE THEY CAN DO A JOB, THEY'LL WORK FOR YOUR MONEY. BUT IF YOU HIRE PEOPLE WHO BELIEVE WHAT YOU BELIEVE, THEY'LL WORK FOR YOU WITH BLOOD, SWEAT AND TEARS"  
SIMON SINEK





# INCLUSIVITY

We have an open book policy, where all key business decisions and changes are communicated to our crew regularly. We run a pretty tight comms ship, with specific weekly Production and Retail updates, as well DogTales, our weekly company newsletter.

Things are super transparent, and we are happy sharing internal documents like DogTales, externally too.

We publish our monthly P&L for our entire business to see. Crew members of all levels feel comfortable to challenge colleagues, managers, and processes. Through DogTank, our crew can also put forward business ideas and proposals officially.

All staff get regular crew check ups and teams have meetings often to chat all things development, team performance, and efficiency. Even when it comes to hiring, we involve the wider teams as much as possible. We trust our entire crew with information and making decisions to benefit our entire business. We are in this together.

**WE ARE NOT A BUSINESS THAT OPERATES FROM THE TOP DOWN. OUR CREW ARE THE DRIVING FORCE. WE ARE IN THIS TOGETHER. WE ARE BREWDOG.**





**WHEN IT COMES TO CRAFT BEER, WE TRY OUR BEST TO SUPPORT THE LITTLE GUYS. UNLIKE MASS CORPORATIONS (BIG BEER), WE DO WHAT WE CAN FOR THE CRAFT BEER REVOLUTION. OTHER CRAFT BREWERIES ARE OUR ALLIES, NOT OUR COMPETITION.**

# SUPPORT

BrewDog strives to be a charitable business by helping local charities, as well as year-round fundraising for bigger charities such as Guide Dogs Scotland, where we are aiming to raise £50,000. Our bars are also independently involved in fundraising events (often Dog related!).

We are proud to support BrewGooder by brewing, packaging and exporting their beer on-site at no profit. All proceeds go to bringing clean water to people in need.

We also often export beer for smaller breweries, and offer business advice and support to new starters.

As of 2017, we introduced Unicorn Fund 2.0, where not only do we equally divide 10% of our profits equally amongst our staff; we also divide another 10% between charities nominated by our teams.



# SAVVY

Profit is not king. Cash is not profit. Cash is most definitely the king. Cash is our oxygen and lifeblood, so we are constantly, religiously monitoring it and thinking up innovative ways to boost it.

Cash flow is the main constraint to growth, and to truly blow shit up and make a dent in the big beer market, we need to grow.

Our staff are equally invested in this vision thanks to The Unicorn Fund. An incentive that encourages our crew to think like business owners, because in reality, they are.

key point  
EVERY^ TO SPEND EACH AND EVERY SINGLE PENNY AS IF IT WERE THEIR OWN MONEY, because in reality it is.  
PERSON

CASH IS MOTHER f\*cking KING  
Guard it like a junkyard Rottweiler.

CASH is king 







**10% OF OUR PROFITS ARE EQUALLY DIVIDED BETWEEN OUR CREW. OUR TEAMS ARE OUR ARMY. THEY ARE ON THE FRONTLINE, FIGHTING THE WAR AGAINST BLAND, MONOLITHIC BEER. WE ARE PAVING THE WAY FOR A NEW CONCEPT, WHERE OUR CREW ARE REWARDED EQUALLY, DESPITE THEIR POSITION OR LEVEL. WE CALL THIS THE UNICORN FUND.**

# UNICORN FUND

The Unicorn Fund began mid-2016 and has been the most successful staff initiative we have ever implemented. Our crew now feel more ownership over business decisions, are more savvy with money, and have a better understanding of the company's financial stats.



Our P&L is published to our teams each month, and we make it super easy for our people to engage with the company's growth. Every penny counts, and any savings, sales wins or other #Unicorn stories are shouted about in our DogTales newsletter each week.

This year – we took it one step further. We introduced Unicorn 2.0, where we divide another 10% of our profits amongst charities nominated and voted for by our staff and Equity Punks. This rewrites blueprints for what an employer can be, empowering our people to use our profits in making the world a better place.



# GROWTH

In our first decade, we opened 29 bars in the UK, and 17 internationally. We built two breweries in Ellon, as well as our sour beer facility, Overworks. We built a brewery in Columbus, Ohio, and fundraised to build the world's first craft beer hotel.

Ten years on, we are valued at over £1Billion and set to take things to a whole new level in the next 2 years.

Breweries in China and Australia are in the works, as well as BrewPubs all over the world. Soon, big, bland beer will be history and the future will actually taste of something. We have made some insane progress since 2007, and we're only just getting warmed up.

We are a high <sup>growth</sup> ~~growth~~ company. This creates amazing opportunities for us and our team members. This also creates a constant state of flux and a healthy dose of chaos. For us, the time to start worrying is when we don't have the chaos because it will mean our growth has slowed. WE NEED TO EAT CHAOS FOR BREAKFAST.







**"WE HAVE BECOME SO USED TO THE CONSTANT STATE OF FLUX THAT OUR GROWTH CREATES THAT IT IS HAUNTINGLY DISCONCERTING WHEN WE DO OCCASIONALLY AND BRIEFLY FEEL ON TOP OF THINGS."**

# GET BIG FAST

For us, chaos is addictive. Our culture runs on speed and an acceptance of chaos and the unruly. We work in an environment that is energetic and proactive.

We have such intense growth that this is necessary. This is why it is critical we make the right hiring decisions, and why it is completely pivotal that we nail communication, and continue to motivate, involve and empower our teams.

We aren't planning on slowing down. Our vision inspires rapid growth. We need to get big fast to take advantage of the opportunities we have. Right now is where it begins.





**WE ARE ON A MISSION TO MAKE OTHER PEOPLE AS  
PASSIONATE ABOUT GREAT CRAFT BEER AS WE ARE.**