



# IMPACT REPORT 2022

JUBEL BEER

01

# INTRODUCTION

At JUBEL, we recognise the need for businesses to prioritise sustainability and to take responsibility for their environmental impact.

We are committed to running a people and planet positive business, and over the last year we have been working to drive progress against our sustainability strategy and ensure that our business practices align with our values.

In this report, we share our progress against our sustainability strategy - namely improving the governance of our strategy, changes in how we measure and offset our carbon footprint, and steps we've taken to create a culture where people want to join, grow, and stay.

i.  
**A WORD FROM OUR FOUNDER**

ii.  
**REPORT HIGHLIGHTS**

iii.  
**OUR IMPACT STRATEGY**

iv.  
**ACCOUNTABILITY**

“

When I started JUBEL, I wanted it to be a company that people were proud to be associated with, and we were hugely excited to become a certified B Corp in 2022.

Our shareholders and directors have agreed that our employees, suppliers, customers, community and the environment are all stakeholders that are equally as important as our profits, and by formalising this alignment, it gives us the required senior level buy-in to stay true to that ambition.

I'm proud of the progress we have made against our strategy in 2022 and how I've seen our culture of 'real responsibility' in action. We have significantly increased our understanding and impact across the three primary areas of our strategy - governance, environment, and people.

I'm excited for the ongoing impact we will have as a rapidly growing business, who have grown +135% in the last year and sold a can of beer on average every 8 seconds. I'm also incredibly grateful to everyone in the team for all they are doing to help us put our purpose into practice of 'disrupting beer for good'.

”



**JESSE WILSON**

Founder and CEO



# 13 NEW RECRUITS

We added 13 new faces to our growing team, with new employees starting in all three of our core business functions - Sales, Marketing and Operations.

# HR SYSTEM

We implemented a new HR System as part of our introduction of new policies and procedures, and to centralise access to our new employee handbook.

We increased the value given through our employee share options scheme, to greater reward the team for the equity value they are working so hard to create.

# EMI SCHEME

# CERTIFIED B CORP



In March 2022, we received confirmation that our B Impact Assessment had been verified, and that we had met the highest standards of social and environmental performance, transparency and accountability to enable us to become a **Certified B Corp** business.

Read more about this on page 9.

With the help of our carbon accounting partner, Zevero, we calculated our full carbon footprint across Scopes 1, 2 and 3 - see page 19 for the full breakdown.

# 699 tCO<sub>2</sub>e

Externally Verified Carbon Footprint

We introduced a new wellbeing budget of £50 per month, which can be used for anything wellness-related - putting wellness in people's own hands.

# WELLBEING

As a result of our newly introduced unlimited holiday policy, we saw the average number of holiday days taken across the team increase to 34 days per person.

The team work incredibly hard, but we're increasingly reminding them of the importance of a sustainable work-life balance and rest, and encouraging all employees to make full use of our flexible annual leave policy.

# 34 DAYS

Average Annual Leave

# COST OF LIVING

In response to the cost of living crisis we increased our entry-level salary by 10% - from £25,000 to £27,500.

Read more about this and the other changes that we've made to our employee benefits programme on page 36.

# JUBEL SKI TRIP

2022 saw the first ever JUBEL ski trip, where we took the whole team back to the spiritual home of the brand - Val Thorens.

This was the brand induction of a lifetime, forming cultural bonds, building strong relationships internally, and celebrating wins from the year together as a team at the birthplace of beer-pêche.

The only thing we didn't send that week was emails.

# 135% GROWTH

We experienced another year of triple-digit growth as we continued to get more pints in palms and cans in hands.

# REPORT HIGHLIGHTS

# 14% LESS CO<sub>2</sub>

The emissions associated with the production, delivery and disposal of a glass bottle are approximately 2x higher than the equivalent for an aluminium can of the same size.

By moving from glass bottles to aluminium cans, we reduced our total carbon footprint by approximately 100 tonnes (14.2%) last year.

We took on three interns through the Government Kickstarter programme, two of whom have ended up in full-time employment with one of our pub customers - see page 34.

# 3 KICKSTARTERS

# CERTIFIED CARBON NEUTRAL

We offset 100% of our calculated emissions through a portfolio of verified carbon removal projects. More about this on page 25.





# OUR IMPACT STRATEGY

Our impact strategy is what governs the way we operate, and it helps to provide focus towards the areas where we can have the greatest impact.

We recognise our responsibility to respect and uplift the people and environment impacted by our business operations.

We're responsible for either minimising the negative impact that we have through everyday business activities such as sourcing, production, and logistics, or by actively investing in practices that protect the environment and promote peoples' wellbeing.

We take a risk-based approach to our impact strategy, recognising that as a smaller business we do not have the leverage, influence or resources to fundamentally change the industries in which we operate. Rather, we have identified the risks most salient to our supply chain and

selected activities that can either prevent, mitigate or remedy our negative impact.

## MANAGING OUR GROWING IMPACT

We have grown 135% in the last year, and this growth rate is expected to continue into 2023, which is great news for the brand and our customers.

However, we know that the size of our impact will increase as our brand continues to grow, in both good and bad ways. As a bigger business we will have greater leverage and ability to create positive change, but this growth will also cause a more serious drain on natural resources.

For this reason we want to establish good practices now, that can prevent future damages and alleviate any strain on the environment.

# IMPACT RISK ASSESSMENT

Companies within the UK beer industry have influence over some significant impact areas, including carbon emissions, water stewardship, packaging waste, raw materials sourcing, and employee working conditions.

## THE LIMITATIONS OF OUR IMPACT

We do not have ownership of the brewing process, and instead contract brew with a long-term production partner which helps use up spare capacity in an existing brewery and prevents us from having to build an energy-intensive and under-utilised facility.

We work collaboratively with our brewing partner to understand the key environmental and people risks, and to identify ways to reduce these risks.

We are also reliant on third-party logistics companies for the movement of our product around the country, so whilst we can choose to alter the structure of our supply chain, we are unable to influence some key distribution impact areas such as the types of vehicle used, efficiency of delivery routes, and so on.

As a result of this, there is a more focused scope for the impact that we can have.

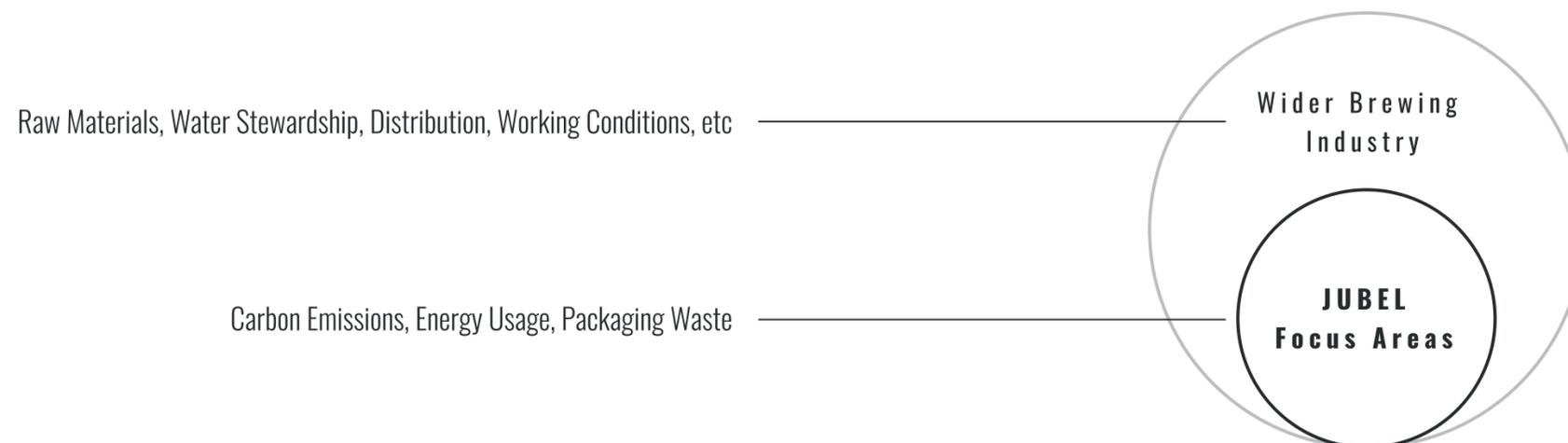
## JUBEL FOCUS AREAS

Having conducted a due diligence exercise of both the wider industry and our own supply chain, we have decided that there are a number of key areas of impact where we feel we are able to have the greatest positive influence.

These areas are: our carbon footprint, energy usage, and waste through packaging materials.

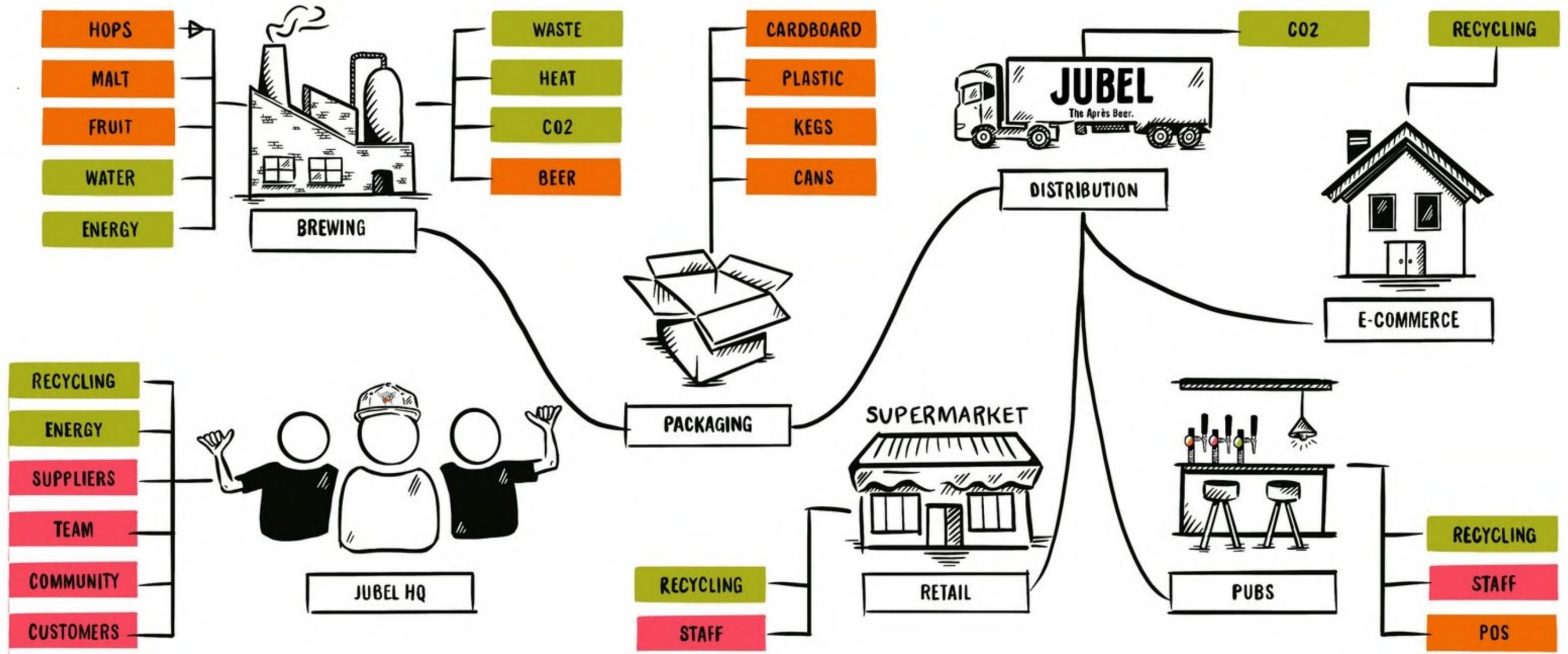
We recognise there is a lot more we could be doing, but considering current resources and leverage over our supply chain, this is where we believe we have the greatest positive impact and is therefore where we have chosen to focus our efforts.

We plan on reviewing our strategy and risk identification on an annual basis, to ensure we are on track with ongoing target areas and to identify any new or emerging risk areas as the business grows. This report takes a deeper look into the impact areas that we've been able to focus on over the last twelve months.



# OUR SUPPLY CHAIN

PRODUCT PEOPLE PLANET



# ACCOUNTABILITY

As a company we want to ensure we are consistently monitoring our progress against our impact strategy, are being transparent, and are held accountable to our customers and other third-party organisations.

## CERTIFIED B CORP

In 2022, we gained B Corp certification (see page 10 for more information about our impact score).

B Corp certification acts as a form of accountability and monitoring for our internal and external practices, and it holds us to the highest standards across our business. This will continually challenge us to do more in areas varying from the way we govern our business (see page 11), the way we manage our supply chain both socially (page 12) and environmentally (page 14), and the way we treat our employees (page 27 onwards).

## PROGRESS REVIEWS

Internally, we meet on a quarterly basis to monitor our progress against our impact strategy and raise any additional supply chain risks, either environmental or social. Additionally, we have regular meetings with our brewing partner to understand how to work collaboratively to prevent, mitigate and remedy any social or environmental risks in production.

For 2023, a key objective will be looking more closely at the third-party audit reports conducted on our supply-chain partners to identify any improvement areas we can work on collaboratively.



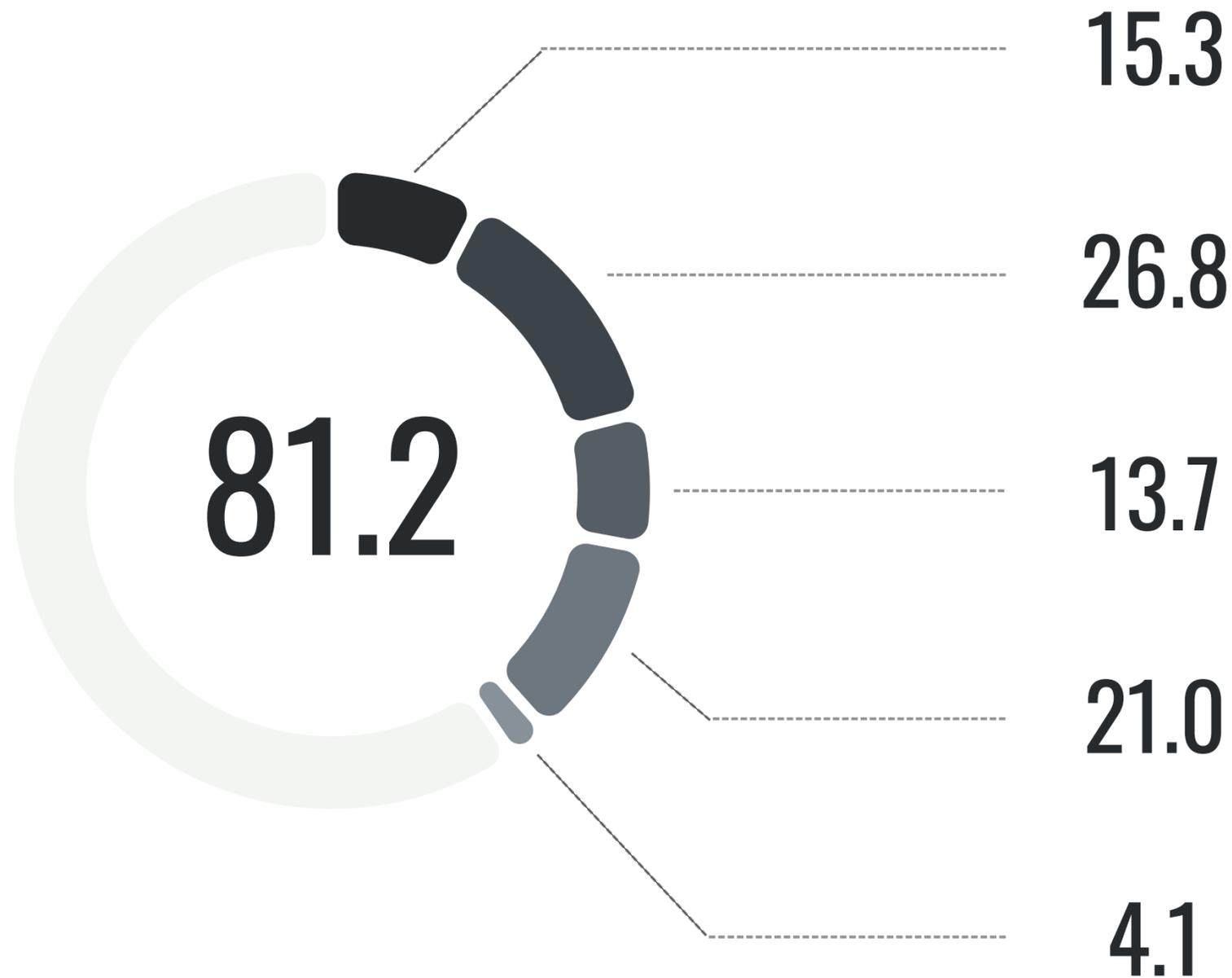
Five years ago, JUBEL was just about to launch after being inspired by an off-piste discovery in the Alps. Our ambition was to build a people and planet positive business; to protect the off-piste, leaving no tracks or trace for those coming after us.

**In 2022 we officially became a Certified B Corp** - verified as having met the highest standards of social and environmental performance, transparency and accountability.

The median score for businesses who complete the B Impact Assessment is 50.9, and by achieving a score over 80 we have become part of a fantastic community of brands in the UK to have certified as a B Corp.



# OUR B CORP SCORE



## GOVERNANCE

Our mission, ethics, accountability and transparency

## WORKERS

Employees' financial, physical, professional, and social well-being

## COMMUNITY

Our contribution to the economic and social well-being of our community

## ENVIRONMENT

Overall environmental stewardship

## CUSTOMERS

The value we create for our consumers

For more information on the B Impact Assessment please visit: <https://bcorporation.uk/>



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# GOVERNANCE

Our governance is the structural basis on which we build our impact strategy. It is vital we have the policies, procedures, company and supplier buy-in to enable good practice both now and as our business continues to grow.

For this reason, a key focus this year has been establishing governance procedures that protect and champion our values as a sustainable, action-oriented, curious and responsible brand. These governance procedures also enable us to act quickly in reaction to either environmental or social risks within the supply chain, or any HR related issues.



i.  
**POLICY**

ii.  
**BUY-IN**



# POLICY

We have developed policies that set a basis for responsible practice internally. In line with our B Corp certification, we have adjusted our Articles of Association to formalise our commitment to consider our employees, suppliers, customers, community and the environment as stakeholders that are all equally as important as our profits.

## HR POLICIES

During a policy review we conducted this past year, we identified the need for a number of HR policies: equality and diversity policy; grievance policy; whistleblowing policy; drug and alcohol policy; maternity and paternity policies. These were developed in collaboration with an external HR specialist and have been communicated with all employees. All of our HR policies are accessible to employees via our online HR platform.

## SUPPLY CHAIN ASSURANCE

Due to the fact that we outsource some of the key stages within our supply chain, it is important we select robust supply chain partners that have accreditations and policies relevant to their operations.

Our existing supply chain partners have achieved a number of top-tier accreditations, including BRCGS Food Safety Grade AA, ISO:9001 Quality Management, ISO:14001 Environmental Management, BREEAM Certification, and more.

A key objective for 2023 is to develop a responsible sourcing policy to cover human and labour rights, environmental practices, and grievance mechanisms in collaboration with our supply-chain partners.



# BUY-IN

## SENIOR BUY-IN

It is important that the commitment to our impact strategy permeates throughout JUBEL, right to the very top. The aforementioned alterations to our Articles of Association ensure shareholder and director level buy-in.

We conduct internal reporting of progress against our impact strategy to senior-level employees and the board through quarterly meetings and shareholder updates. Jesse, our Founder, ultimately takes responsibility for the impact strategy and driving change as a brand. For this reason, he has ensured sustainability remains an underlying objective behind our business growth strategy.

## INTERNAL BUY-IN

To drive genuine change through our impact strategy, it is important there is buy-in from all employees within the

business. To enable this, we provide regular updates on progress against our impact strategy at monthly team meetings, along with objectives for the periods ahead.

It is important that individual members of the team have an understanding of how their job bears responsibility within the overarching impact strategy, so all employees are educated on the different environmental and social risks within our supply chain. Team members are able to raise issues aligned with the strategy that are most important to them, and also suggest ways they could improve practices in their own job role to drive positive change.

The everyday activities of our Operations team have the largest influence on the impact strategy, and our Head of Operations is ultimately responsible for implementing many of the key activities including carbon accounting, our emissions reduction strategy, and our packaging strategy.



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# ENVIRONMENT

Annually, the UK brewing industry is responsible for 480,000 tCO<sub>2</sub>e (BBPA, 2019). The impacts of climate change are already clear, affecting everything from the price, quality and availability of crops, to creating water shortages and rising energy bills.

Now, more than ever, it's vital for our industry to transition towards a net zero future.

In this section, we'll dive into our environmental impact, looking at what we've done already and what we're planning to do in the future.

i.  
**APPROACH**

ii.  
**CARBON FOOTPRINT**

iii.  
**CARBON REDUCTION**

iv.  
**CARBON REMOVAL**

# ENVIRONMENTAL IMPACT

## THE GREAT OUTDOORS IS A THING OF BEAUTY

The off-piste is best when fresh, so we seek to protect it - leaving no tracks or trace for those coming after us.

By becoming a certified B Corp, we have amended our Articles of Association to ensure that the environment is a key stakeholder in business decisions. We also have a dedicated sustainability induction that we run through with all new employees, and we carve out a portion of our monthly team calls to provide updates and education around any of our ongoing sustainability work.

This keeps our environmental impact at the forefront of everyone's mind, and reminds our team that we can all have a positive impact throughout our day-to-day work.

## YOU CAN'T MANAGE WHAT YOU DON'T MEASURE

The basis of our sustainability work comes off the back of our carbon footprint calculations.

As a small business, it's vital for us to know where our emissions are coming from so that we can prioritise reduction projects based on the size of their potential impact through our risk-based approach to sustainability.

Since we started measuring our carbon footprint, we have always been careful to ensure we abide by the GHG Protocol and UK Government Guidelines for reporting standards. However, after we completed our first detailed carbon footprint, we realised that it didn't include any emissions from the raw materials, ingredients or packaging used to produce JUBEL because these emissions were "outside the assessment boundary". As a result of this learning, we have changed the way we calculate our emissions to ensure we were capturing everything that we feel we are responsible for.

The graphic on page 17 explains the GHG Protocol for carbon accounting, and the key changes that we have made to our reporting boundary since our original carbon assessment in FY20 are outlined on page 18.



# THE ROAD TO NET ZERO



## Measure

You can't manage what you don't measure.

The first step is to know our emissions, and our carbon accounting partner (Zevero) is responsible for calculating our business carbon footprint in-line with the Greenhouse Gas (GHG) protocol standards.



## Reduce

Before considering carbon removal, businesses need a plan to reduce their overall emissions.

We have worked with Zevero to develop a carbon reduction strategy and to set reduction targets to which we will hold ourselves accountable in future years.



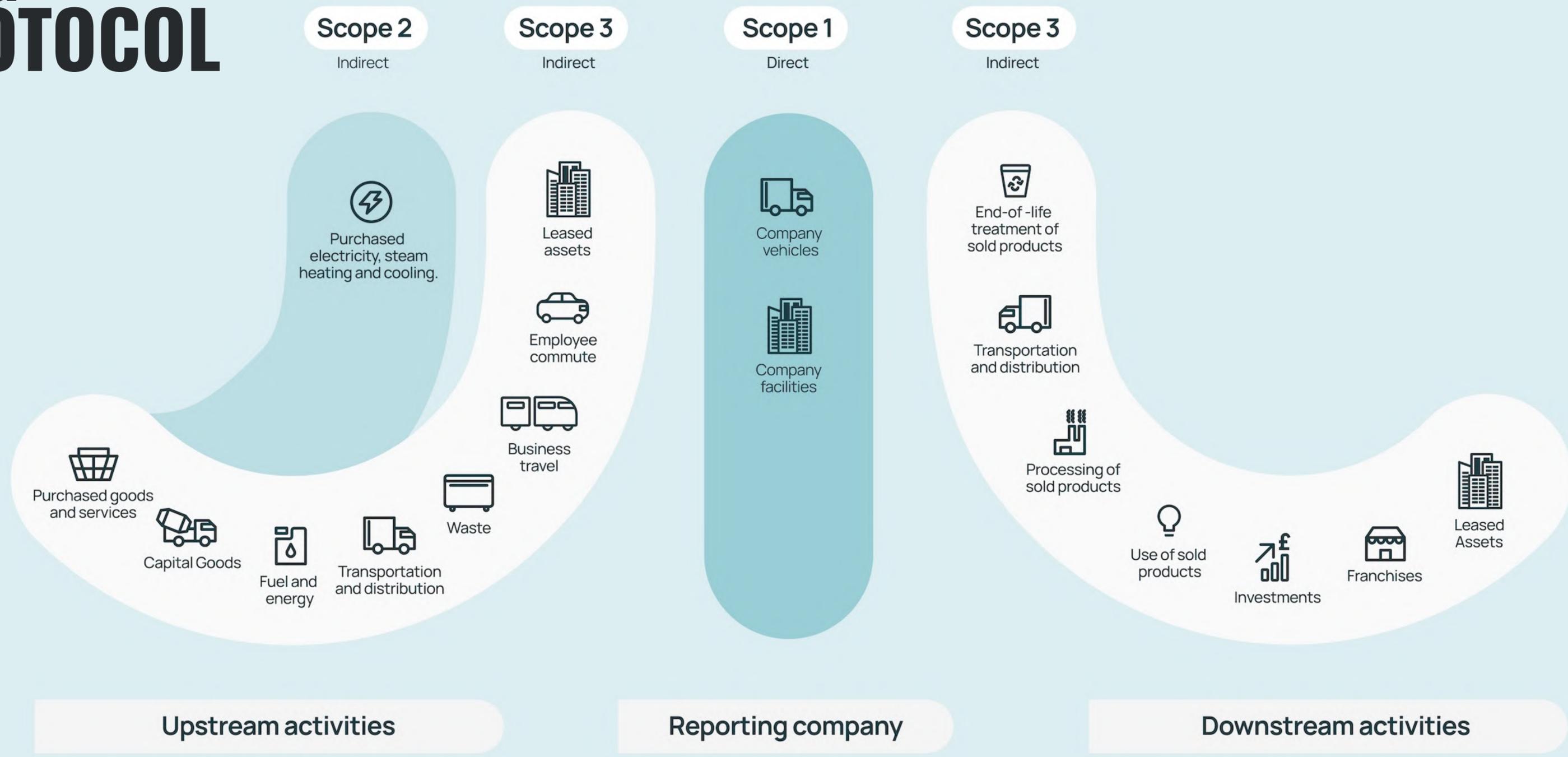
## Remove

Based on our calculated emissions and pre-defined reduction targets, we have partnered with Klimate to create a carbon removal strategy that will offset 100% of our business emissions.

Klimate help us with the sourcing, analysis and validation of offset projects to enable us to operate as a carbon neutral business.



# GHG PROTOCOL



# OUR CARBON FOOTPRINT

We worked with our carbon accounting partner, [Zevero](#), to calculate our total emissions based on the Greenhouse Gas (GHG) Protocol Corporate Standard reporting framework. The report considers all necessary emissions across Scope 1, 2 and 3, and there were no items of note excluded in the analysis of our emissions.

## WE WERE RESPONSIBLE FOR 699tCO<sub>2</sub>e IN FY22

The graph on the right shows our total externally verified carbon emissions for the last three years, and how our emissions have changed as a result of the new reporting boundary that we have introduced internally.

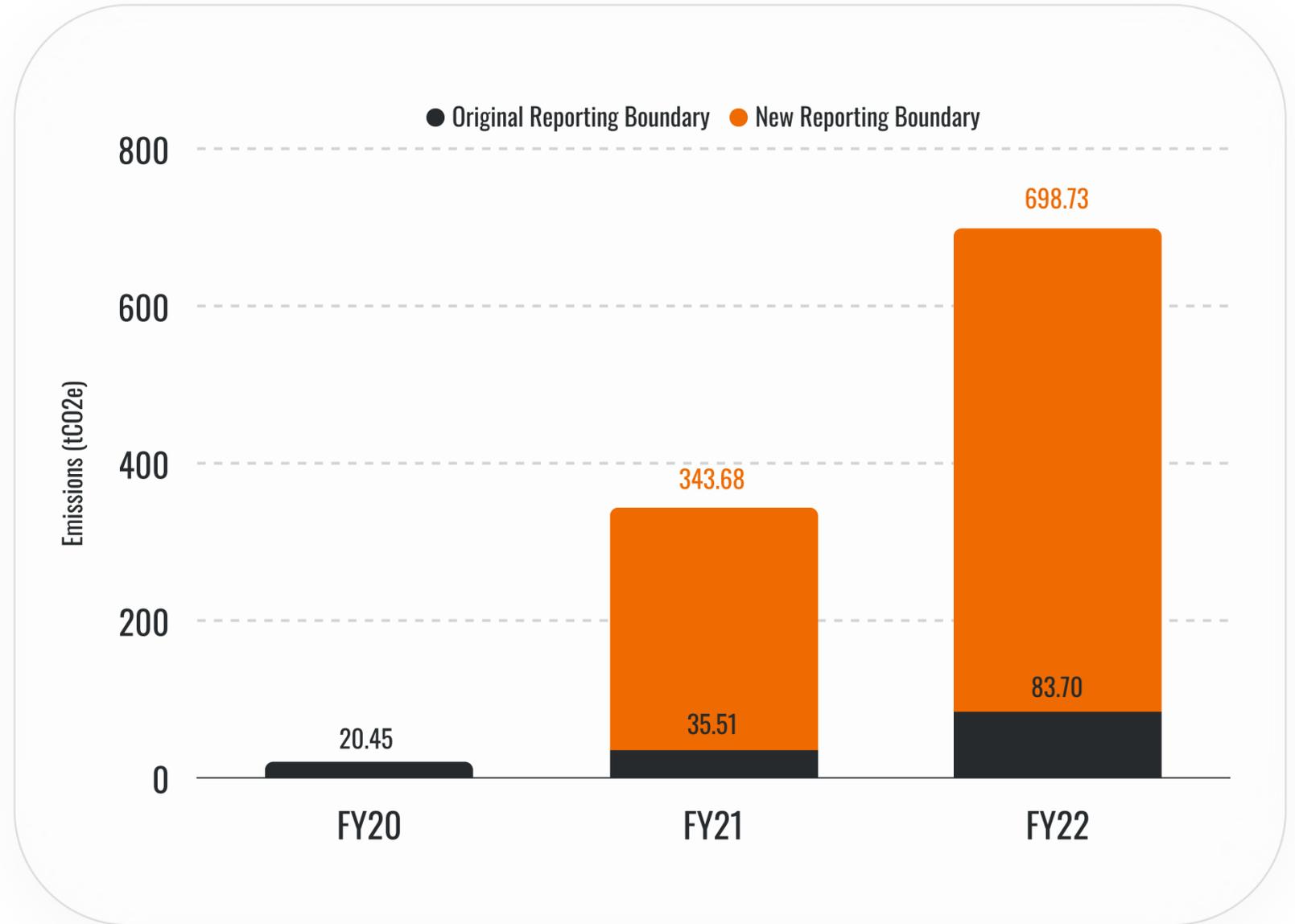
Had we kept the same reporting boundary as per our original carbon footprint appraisal in FY20, our emissions

would have grown steadily from 20tCO<sub>2</sub>e to 84tCO<sub>2</sub>e across the three year period.

By adding some additional Scope 3 emissions activities (that are technically outside the scope of our operations) to our calculations - such as raw materials, packaging and end of life - our emissions have actually increased to 699tCO<sub>2</sub>e across the same period.

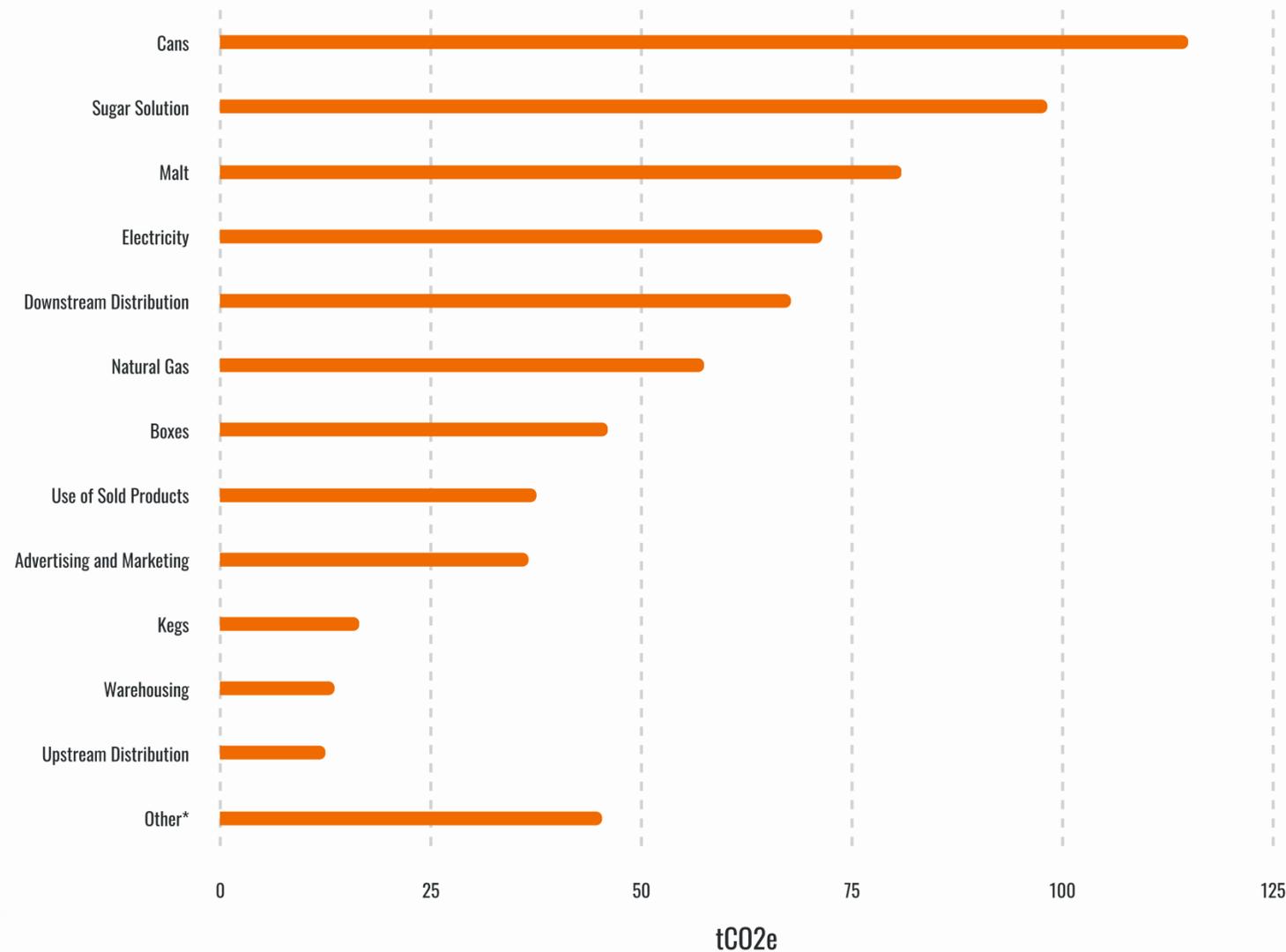
Total emissions have increased significantly year-on-year, although it's important to note that they have grown at a similar rate to our production volumes, which is to be expected.

You can see more of the details behind our total carbon footprint across the next few pages.

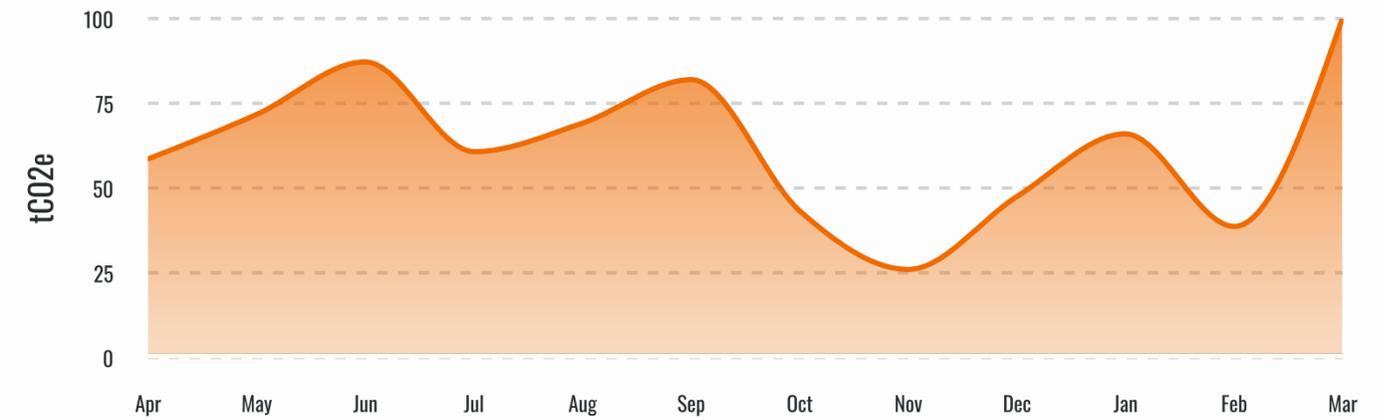


# FY22 EMISSIONS BREAKDOWN

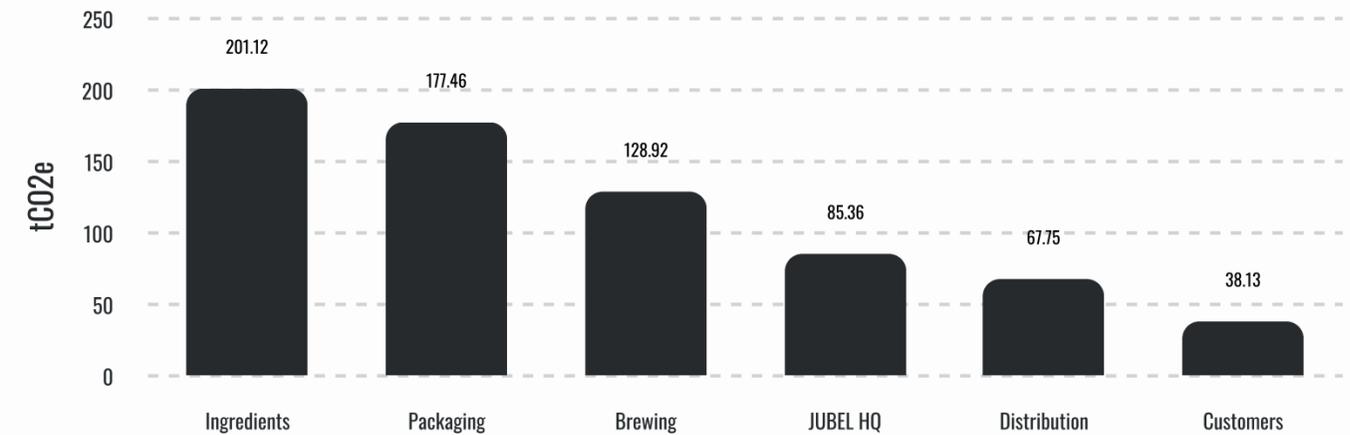
Emissions by Activity



Emissions by Month



Emissions by Category



\* "other" includes the remainder of our "tail" emissions, which are our smallest emissions activities that were too numerous to fit on this graph



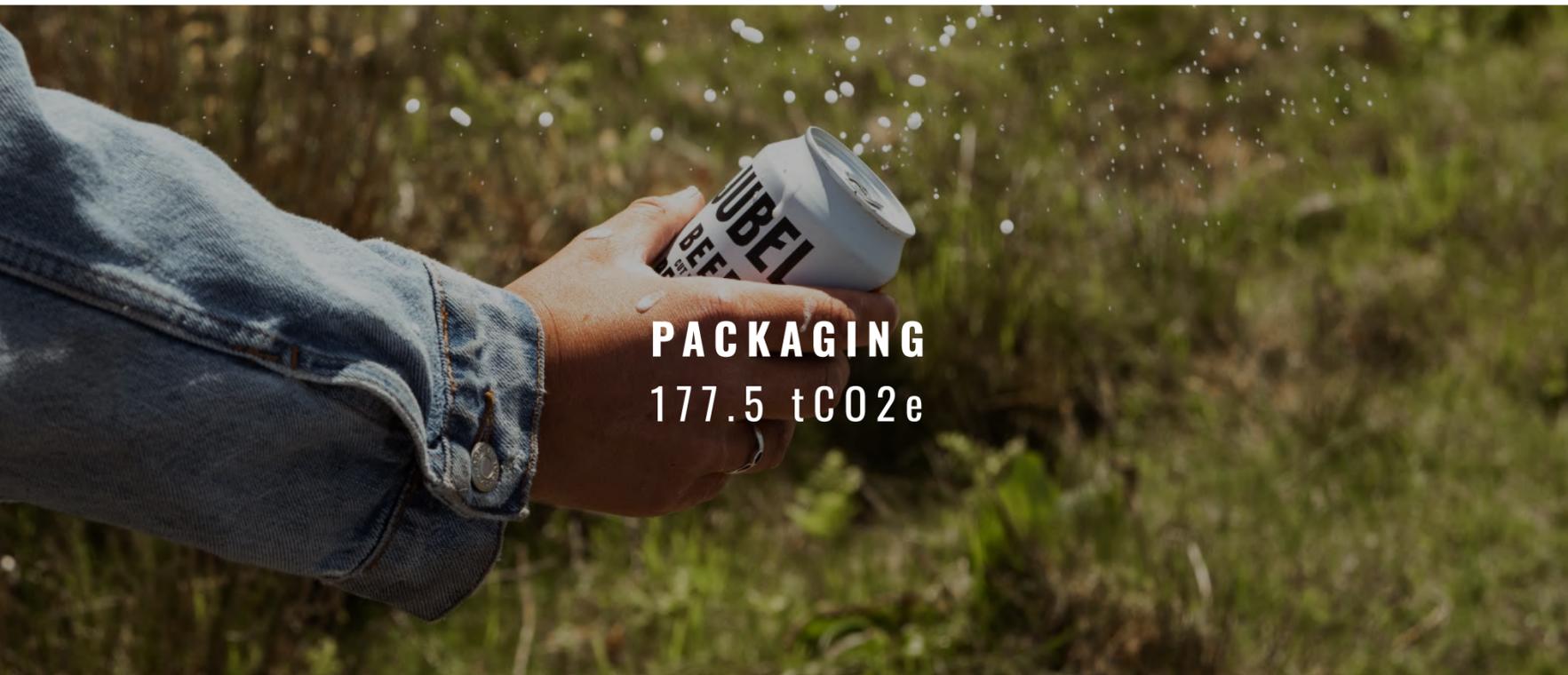
**INGREDIENTS**  
201.1 tCO<sub>2</sub>e



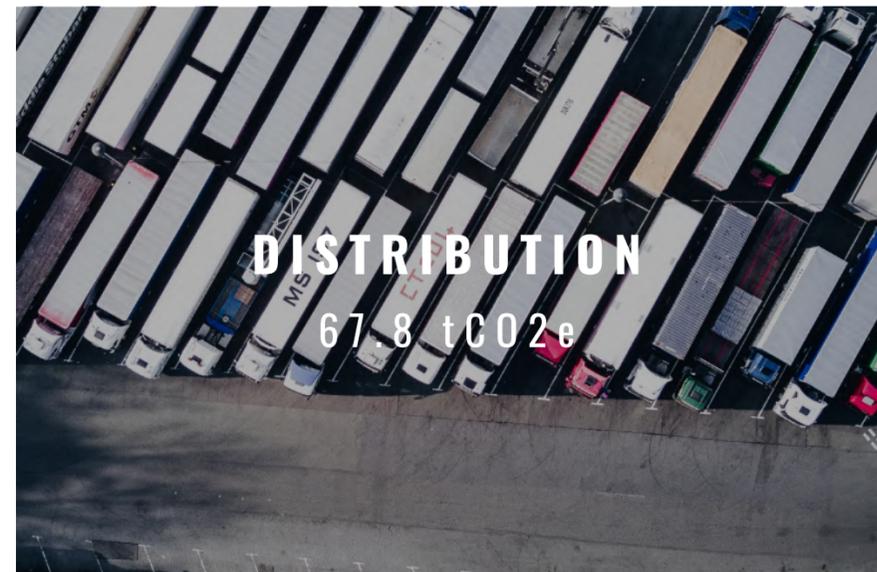
**BREWING**  
128.9 tCO<sub>2</sub>e



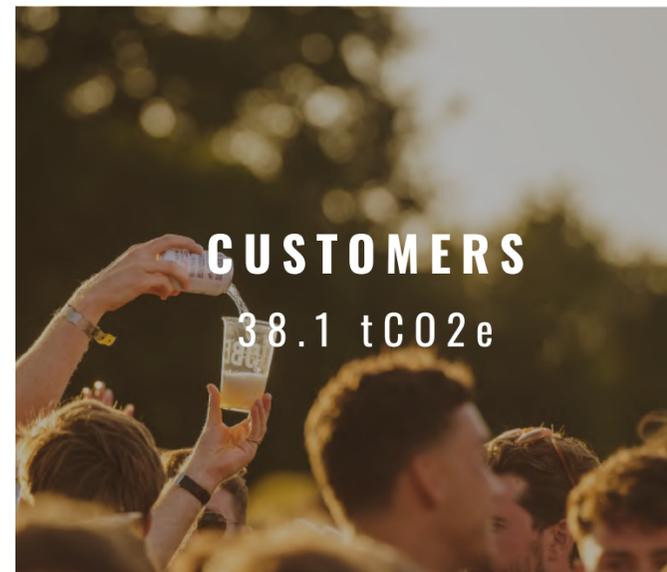
**JUBEL HQ**  
85.4 tCO<sub>2</sub>e



**PACKAGING**  
177.5 tCO<sub>2</sub>e



**DISTRIBUTION**  
67.8 tCO<sub>2</sub>e



**CUSTOMERS**  
38.1 tCO<sub>2</sub>e

**FY22 EMISSIONS, SPLIT OUT BY EMISSIONS CATEGORY**

# EMISSION REDUCTION STRATEGIES

Scope 3 emissions make up over 99% of our total footprint and, as a relatively small brand, there is a limit to the amount of impact we can actually have to reduce these. This is why we use our risk-based approach to focus on the areas of our business where we can drive the most positive environmental change. We group our emissions by category, which enables us to prioritise the work we do based on the size of the opportunity, and we have worked with Zevero to identify the three biggest opportunities to reduce our emissions and influence decisions.

## INGREDIENTS

**201.1tCO2e**

Ingredients are the largest contributor to our total emissions, and this is made up of the emissions related to planting, cultivating and processing the raw materials to produce our beer - including sugar, malt, water and fruit.

Our contract brewing partner is responsible for sourcing ingredients and as a result there isn't a lot that we can do to influence our emissions here.

What we do already know is that all of our hops, malt, sugar and water are sourced from the UK, and we will look to work with our suppliers to collect more information about their carbon footprint as we attempt to move below industry emissions averages.

## PACKAGING

**177.5tCO2e**

Our packaging is one of the most visible elements of our carbon footprint, but it's also the second largest of our emissions categories.

We have an element of freedom around what we can do to reduce our emissions from packaging, and this is the area where we feel we've made the biggest improvements over the last few years.

We've taken a deeper dive into our broader packaging strategy and the impact we've had already on the next page.

## BREWING

**128.9tCO2e**

Brewing includes the energy used by our brewery to brew, ferment, filter, process and package our beer. Much like with our ingredients, our hands are tied somewhat by the fact that all production is outsourced so we don't get the final say over decisions that the brewery makes.

Over the next year, we want to:

1. Work with our contract brewers to get access to better energy data, so that we can help them with efficiency projects around gas and electricity usage.
2. Look into losses percentages to see where we can drive further efficiencies by reducing waste.
3. Set targets for all of our production partners to have set or committed to setting net zero targets.

# PACKAGING

In 2021, we took a major step to change our primary 330ml packaging format from glass bottles to aluminium cans. Cans are infinitely recyclable, easier to recycle, have a higher recycled material value, and a significantly lower distribution footprint than glass. This has had a hugely positive impact on reducing our carbon footprint, and you can see the numbers for yourself below:

	Unit Mass kg	Raw Material Emissions kgCO2e/L	Delivery Emissions kgCO2e/L	End of Life Emissions kgCO2e/L
<b>330ml Bottle</b>	0.207	0.477	0.030	0.017
<b>330ml Can</b>	0.012	0.279	0.002	0.002
<b>30L Steel Keg</b>	8.150	0.032	0.013	0.000

The carbon footprint of a pint is even lower than a can, and this goes hand-in-hand with our draught-led strategy. Kegs account for almost 70% of our total sales, and we're hoping to reap the environmental rewards of this as our on-trade distribution continues to grow in the future.



Our decision to move from bottles to cans has had a massively positive environmental impact - we've reduced our emissions by 110 tonnes since making the switch in 2021.

Last year alone, our total carbon footprint was **14.2% lower** than it would have been had we sold the same amount of beer in glass bottles instead of cans.

That's the equivalent of 59 return flights from London to New York.

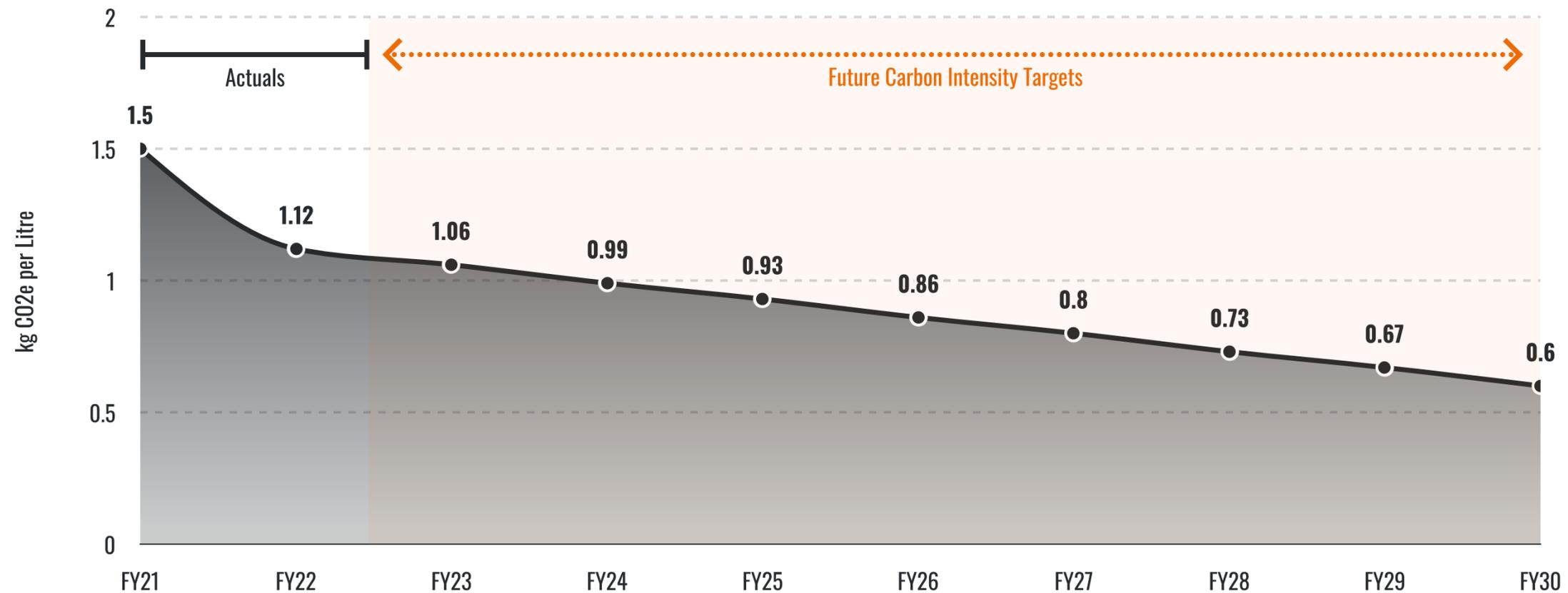


# CARBON INTENSITY

Whilst we are doing everything we can to reduce our emissions, there is only so much that we have influence over. On top of this, we have doubled the size of our business year-on-year, which makes tracking our progress against total emission reductions particularly challenging.

Carbon Intensity is a measure of how many kilograms of CO<sub>2</sub>e are released for each litre of beer that we sell, and we use this as a key environmental performance indicator. We have set ourselves the target of reducing our emissions per litre by 6% per year in order to align with the Science Based Targets initiative, using FY22 as a baseline year.

We saw a significant drop in Carbon Intensity between FY21 and FY22 as a result of our move from bottles to cans. Having already implemented one of the biggest carbon reduction projects within our scope of influence, our future targets are slightly more conservative than our progress to date.





- Enhanced Weathering
- Biochar
- Soil Sequestration
- Forestry

# CARBON REMOVAL

We view carbon offsets as an environmental tax - a self-imposed financial penalty to reduce the net impact of our business operations on the planet.

When we first started JUBEL, we committed to double offsetting the emissions from each and every beer we brewed, but this has become unviable for two reasons. Firstly, we have increased our reporting boundary, resulting in a much higher carbon emissions calculation. Secondly, we have researched into carbon offsets more deeply, and the offset projects we support are much more impactful but as a result, they're much more expensive to support.

By increasing the size of our emissions reporting boundary, we have increased the size of our measured carbon footprint by almost 10x. We have made this change because we strongly believe that it's the right thing to do, and because we never want sustainability to be viewed purely as a marketing exercise. The flipside of this is that it's no longer financially viable for us to continue double offsetting our emissions.

As of this year, we are changing that commitment and will instead ensure that we offset 100% of our externally validated emissions every year.

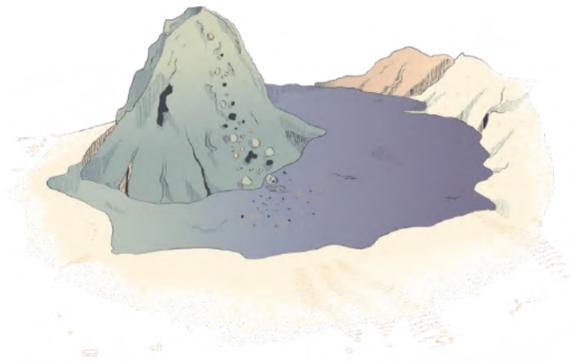
## A STEP IN THE RIGHT DIRECTION

Whilst single offsetting our emissions instead of double offsetting them might feel like a step backwards - it is actually a very environmentally positive move. The end result is that we will be investing a significant amount more into carbon offset projects than we would have done had we kept our emissions reporting boundary consistent with our FY20 appraisal.

Over the last two years alone, this change in approach means that we will have offset approximately 900 tonnes more than our original strategy would have dictated, whilst continuing to operate as a Carbon Neutral organisation.

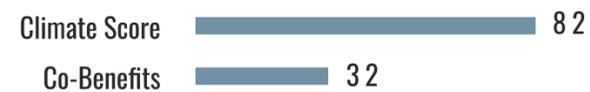
With the help of Klimate.co, we have chosen to implement a carbon removal strategy and have contracted a diversified portfolio across four different methods. As per the advice of the IPCC, carbon removal plays a necessary part in reaching the targets set forth by the Paris Accord. To do this, we need to spread our investments across technologies to ensure that we have the best chance of achieving these targets.

# OUR REMOVAL PROJECTS



## Enhanced Weathering [\(see more\)](#)

Enhanced weathering (EW) is a geochemical carbon removal solution that speeds up the natural weathering process. Weathering involves a series of chemical reactions that remove CO<sub>2</sub> from the atmosphere and ultimately stores the carbon securely in minerals.



## Biochar [\(see more\)](#)

Biochar is a charcoal-looking, carbon-rich substance that is produced when organic materials are subjected to a process called pyrolysis. The carbon can then be safely stored for hundreds to thousands of years in this form. Biochar can also confer many more ecosystem benefits, making it a powerful climate and environmental ally.



## Soil Sequestration [\(see more\)](#)

Soil sequestration involves the management of land to enhance the passage of carbon dioxide through plants and into soils and the subsequent storage and protection of that carbon in the soil. The potential of this method is driven by the vast storage capacity of soils.



## Forestation [\(see more\)](#)

Forestation simply means the planting of trees over a wide area. Forests act as the lungs of Earth by drawing down CO<sub>2</sub> and releasing life-sustaining oxygen into the atmosphere, while simultaneously conferring a multitude of other ecosystem benefits.



**Climate Score** evaluates the permanence, rapidity and additionality of carbon removal projects to determine their overall climate impact. The **Co-Benefits** score is calculated to show any additional environmental and / or social benefits that each carbon removal project generates (i.e. forestation's impact not only on carbon removal but also on improved biodiversity). It is important to note that these scores are calculated by [Klimate.co](#) and are subject to slight changes due to frequent reviews of the supplier due diligence process, which is designed to ensure accuracy and validity of both the carbon removal claims and the climate / co-benefits scores.

04

# PEOPLE

Our vision is huge: to disrupt beer for good. The most critical enabler of this vision will be our people. Companies don't have a culture, they are a culture - the people within it.

If we're to achieve our vision then we have to get our culture right. We want to foster an open culture where all employees are given the trust to work autonomously, the confidence to challenge existing ways of working, and the support to raise any grievances.

Our people strategy revolves around creating an environment that people want to join, develop with, and stay a part of.

i.  
**STRATEGY**

ii.  
**CULTURE**

iii.  
**RECRUITMENT**

iv.  
**DEVELOPMENT**

v.  
**ENGAGEMENT**

vi.  
**BENEFITS**

# OUR PEOPLE APPROACH



## GROW

Constantly support people outside of their comfort zones to learn quickly and progress internally.



## RETAIN

Foster a culture of openness and create a benefits structure that people want to remain part of.



## ATTRACT

Ensure that JUBEL is a company that a diverse range of top talent want to join.



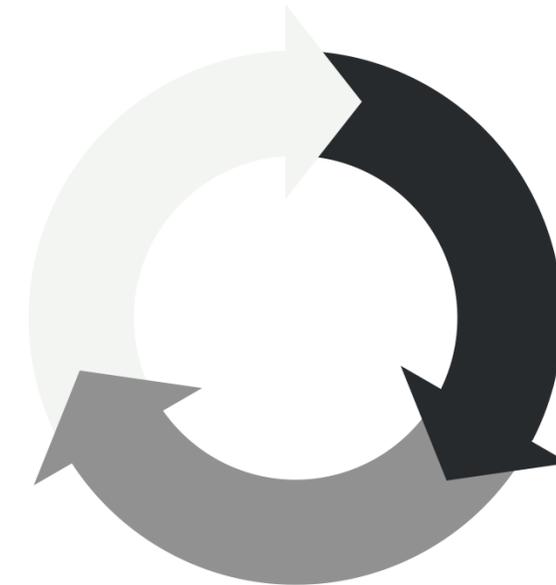


# OUR CULTURE

We have consulted our employees on what they love about working at JUBEL, and what they have found challenging. We've used these learnings to clearly articulate our company culture.

Our culture isn't just words on a wall. It's the attitudes, behaviours and skills we value in our team to influence who gets hired, promoted, or let go. We seek out and fully embrace diverse personalities and working styles, but every team member lives and breathes our culture. There are three pillars to our culture:

**VALUES  
BASED**



**HIGH  
PERFORMANCE**

**FREEDOM &  
RESPONSIBILITY**

# OUR CULTURE

## I. VALUES BASED

### THIRSTY

#### All in

You're a grafter, going above and beyond to deliver outstanding results because of your insatiable drive and ambition. You're incredibly passionate about our brand and our mission, which gives you that extra 1%.

#### Collaboratively competitive

You're competitive and want to win. But you're not competitive against others internally and work collaboratively to drive the business towards greatness, knowing that internal politics aren't tolerated. You know that if we win as a business you'll win as an individual, not the other way around.

#### Intrinsic motivation

You are highly motivated, but your motivation is intrinsic, not extrinsic.

### ACTION ORIENTED

#### Focus, focus, focus

You focus on executing our strategy rather than talking about it. You don't have the time for wasting time so don't have meetings for the sake of meetings, and don't waste other people's time so you only involve others when necessary.

#### Achievement beats activity

You know that results beat process and hard work is measured by outputs not the number of hours put in. You never confuse high activity with high achievement, and always focus on the latter.

#### Pace and positivity

You work at a race pace and have a positive, open mind towards everything.

### SUSTAINABLE

#### Planet

You care about our planet and protect it through sustainable practices.

#### People

You build sustainable, long-lasting external relationships through respect, integrity and trust. You build strong and sustainable internal relationships by socialising and celebrating wins.

#### Performance

You drive sustainable, quality sales, not short-term spikes. We never make short-term decisions because they don't build brand equity. You also have a sustainable work-life balance to make you more energetic and productive.

### OFF-PISTE

#### Stand out from the crowd

When others zig, you zag. You know how competitive the market is and don't want to get lost in the noise, so you're full of off-piste, creative ideas to help us cut through the noise.

#### Take smart risks

You don't fear failure and take smart risks, with a positive attitude towards new ideas, knowing that you can never drive progress unless you try new things.

#### Accountability

You say what you think and question everything to save us from groupthink and losing our off-piste edge. If something is a bad idea, say it is a bad idea (in the right way).

### CURIOUS

#### Appetite to learn

You have a strong appetite to learn about our strategy, market, customers, consumers and competitors. You go above and beyond outside of work to learn through books, podcasts and networking.

#### Embrace feedback

You ask lots of questions and have a teachable, humble attitude knowing that you can learn from anyone, and embrace feedback to enable you to grow, learn and constantly improve.

#### Marginal gains

You focus on continuous improvement, looking at all the things we do and never assuming we couldn't do them better.

# OUR CULTURE

## II. HIGH PERFORMANCE

We believe the best perk we can offer people is a team of great people to work with who are as motivated, passionate and driven as they are.

We like to use the analogy of a sports team - we need top talent in every position who come together to work as a team, and we will hire, develop and let go to do this.

High performance + bad attitude = bad talent. Sports teams don't ever show up to lose, they always want to win, and so do we.

**"We are what we repeatedly do. Excellence then, is not an act, but a habit."** - Aristotle

## III. FREEDOM & RESPONSIBILITY

### Responsibility

People who take real responsibility are rare - self-starting, motivated, disciplined, proactive, not letting anything slip through the net, and working as hard on their own as they do in front of others. We hire for real responsibility so we can give true autonomy.

### Autonomy

Autonomy is given, not earned. We seek context, not control. Context helps work towards aligned goals - control disempowers and demotivates. You are trusted so you won't be asked where you are or what you're doing, and the only time we micromanage is when a high standard of performance isn't being met.

### Process

As our business grows, complexity will increase. If our high performing talent grows quicker than complexity, we won't need to fill the gap with process which kills freedom and responsibility. We want to hire responsible people, trust them with autonomy, and minimise rules so that Jubel is an empowering and motivating culture to be part of.





# RECRUITMENT

Our team has gone from 10 to 23 people in the last year, and we have had to increase the rigour in our recruitment process in order to make the right hiring decisions.

We will never be perfect at recruitment, but we want to minimise any mistakes as mis-hires are incredibly difficult for all parties involved and we have learned this the hard way.

## PROGRESS

We have introduced job descriptions for each vacancy with a clearly communicated salary, and we have added a diversity and inclusion statement to all job descriptions to attract a diverse range of talent.

Over the course of the last year, we have formalised our recruitment process to four clear steps, and have incorporated a technical task to give us a better assessment of functional capability at the face-to-face interview stage.

In order to clearly manage expectations, we also share our culture deck with applicants before they accept a job to make sure they are fully aligned.

## CHALLENGES

We have hired 13 fantastic people in the past year, but we also made hiring mistakes.

This is something we are not proud of, as we are fully aware of the impact hiring mistakes have on the outgoing employees, as well as the internal culture. We have reflected deeply on where we have made hiring mistakes in order to improve our recruitment processes and practices going forwards.

## LOOKING FORWARDS

As we grow bigger, we want to make sure the recruitment process stays centralised and key senior members of the team continue to remain a crucial part of the recruitment process. We won't skip any stages of the recruitment process, or substitute any key members of the recruitment process, no matter how urgent or competitive a hiring process might be. Where we have done this in the past, we have made mistakes.

We also seek unanimous approval to make an offer, rather than requiring any internal 'sell'.

# DEVELOPMENT

In the last year we have added 13 new hires, created 2 new teams, and promoted 5 people.

In order to make sure we are supporting everyone's personal development and leadership journey, we have introduced a new development structure this year which centres around monthly, quarterly and annual personal development conversations.

## PROBATION

Last year, we introduced a formal probation review document with clearly defined objectives and monthly reviews against those objectives during the probation period, to help fast track employee development through their first six months with the business.

## QUARTERLY

Once every three months, we take a step back from the day-to-day to review progression against the development frameworks we have introduced by function.

We follow this up with two-way feedback between employees and their managers.

## ANNUAL

At the annual review, we provide 360 degree peer-to-peer feedback, where employees are able to feedback on their manager and the company.

This session is also used to set objectives and development goals for the year ahead.



In 2022, we took on three interns as part of the **Kickstart Scheme** - the government initiative to get unemployed 18-24 year olds into work.

We set objectives, supported each Kickstarter with weekly reviews against their objectives, and we are very proud that **two of our Kickstarters** ended up in **full-time employment** with one of our pub customers.

These two employees have both since been promoted, and are now in managerial positions.





# ENGAGEMENT

As a key part of our retain pillar in our people strategy, we place a strong emphasis on employee engagement and have introduced a number of things in 2022 to drive employee engagement.



## MONTHLY TEAM CALLS

Transparent updates on business performance and commercial strategy, up-skill training slots, and open-timing Q&A sessions to foster an open culture.



## EMPLOYEE HANDBOOK

Introduced a new employee handbook with company policies and procedures, and improved our parental leave policy as part of this.



## OFFICE SPACE UPGRADE

We have invested in an upgraded office space to improve the working conditions of our office-based employees, including new office chairs, a more spacious and bright working environment, plants, desktop monitors, and free hot drinks.



## EMPLOYMENT CONTRACT UPGRADE

Worked with our external HR consultant to upgrade our employment contracts to current HR legislation, and consulted all of our employees on the contract changes, along with Q&A sessions on them before rolling them out.



## HR CONTACT & SYSTEM

Introduced an external HR consultant, who is available to chat to any employee at any time. We have also introduced a new HR system to centralise holiday booking and HR policies.



## SENIOR MANAGEMENT 1-2-1s

Quarterly catch-ups between all employees and senior management on a 1-2-1 basis, to encourage openness and feedback. These have resulted in several suggestions that we have taken onboard and implemented (e.g. cost of living wage adjustment, improved communication around people changes, gender balance in the team which is now up to 35%)

# BENEFITS

There's an assumption with small businesses that the same corporate benefits won't apply, but we have always placed a strong emphasis on high quality employee benefits because our team pour their heart and soul into the company and we want to be mutual in the rewards they receive.

We offer a sustainably-invested pension plan, a track record for fast career progression, and generous salary reviews. In 2022, we made some additions to our employee benefits based on feedback from the team and external benchmarking to ensure we are continuing to make JUBEL a rewarding place to work.



## COST OF LIVING WAGE ADJUSTMENT

We proactively increased our entry level salary from £25k to £27.5k in order to adjust for the increased cost of living in 2022.



## ANNUAL SKI TRIP

We went on our first ever expenses-paid company ski trip, taking everyone back to the spiritual home of the brand - La Folie Douce.



## PRIVATE HEALTHCARE & DENTAL

We offer a top-tier policy, which gives all of our employees access to private healthcare, dental care and stress relief support, with no excess.



## IMPROVED SHARE OPTIONS SCHEME

We increased the value given through our employee share options scheme to better incentivise and reward the team.



## MONTHLY WELLBEING BUDGET

All employees have a monthly wellbeing budget that can be spent on wellness tools of their choice - including gym memberships, massages, meal kits, houseplants, holidays and more.



## UNLIMITED HOLIDAY POLICY

The average holiday taken by our employees last year was 34 days, which shows our commitment to a sustainable work life balance. Startups are intense, we work hard, but we also know the importance of rest.



Thank you for reading our 2022 Impact Report.

If there are ways you think we could improve our sustainability strategy then we would love to hear from you on [hello@jubelbeer.com](mailto:hello@jubelbeer.com).

Peach & Love, Team JUBEL.

# JUBEL

The Après Beer.

