



DIVERSITY AND INCLUSION FOR SMALL AND INDEPENDENT BREWERIES



Laying the Groundwork

The first resource in a five-part series

PURPOSE

The purpose of this document is to provide a series of strategic steps for Brewers Association (BA) members to consider when pursuing diversity and inclusion goals. Cultivating diversity isn't merely a feel-good effort; it is increasingly a key to success in the craft brewing community. The five-step process described in this document will help you build a solid foundation for diversity and inclusion goals in your organization.

STEP 1: UNDERSTAND THE ADVANTAGES

In order to maximize the benefits of your diversity and inclusion efforts, it is important to understand the numerous advantages to diversifying your workplace, your customer base, and your marketing and branding.

New & Diverse Markets

Developing new markets will help ensure the long-term health of the industry. Though brewery growth (number of breweries) and production growth (number of barrels sold) both continue to increase, production growth has slowed considerably in recent years while brewery growth continues to be robust. In order to ensure a vibrant and competitive marketplace for years to come, craft brewers must cultivate new and diverse markets.

	2010	2011	2012	2013	2014	2015	2016	2017
Brewery Growth %	9.9%	12.4%	22.5%	19.8%	29.0%	21.5%	19.4%	15.5%
Production Growth %	11.8%	13.2%	15.4%	17.1%	17.8%	12.1%	5.8%	5.0%

Diverse Competencies, Skills & Perspectives

An organization whose workforce shares homogeneous competencies, skills, and perspectives suffers the competitive disadvantages of inflexibility, a narrow skillset, and a lack of creativity. A diverse workforce is more capable of recognizing opportunities for growth and innovation and capitalizing on them.

New & Diverse Community Connections

Small and independent brewers thrive in no small part because of the connections they create and maintain with the local and regional communities they serve. Diversity and inclusion efforts foster numerous and more varied community connections.

Alignment of Organizational Ethics

The products of the art and science of brewing are best when shared. Whether brewers interpret traditional styles or push boundaries with innovative ingredients and flavors, industry participants affirm that craft beer is made by and for everyone. Bringing greater diversity to the craft brewing community by championing inclusivity is an essential opportunity to align your everyday operation with the broader values that make craft brewing what it is.

STEP 2: DEFINE YOUR DIVERSITY

For the purpose of this document, the term *diversity* refers to variety in the demographic makeup of the people who produce, distribute, and enjoy craft beer. While current data reveals that certain demographic groups are nearly universally underrepresented in the industry, it is important to develop a definition of diversity that is specific to your geographical location and organizational culture.

Discussion Starters:

- How well does your organization reflect the range of human differences represented in the community in which it is located?
- Are your organizational culture, values, and priorities communicated effectively to people who encounter your employees and your brand?

STEP 3: CREATE A RESPONSIBILITY STRUCTURE

Creating a *responsibility structure* is simply a formalized means of assigning the task of working to create diversity to a member or members of your team. Examples of responsibility structures include diversity/inclusion committees, staff positions or appointments, and strategic plans.

What the Research Says:

A systematic review of more than 700 organizational diversity and inclusion initiatives¹ by researchers from UCLA, Harvard, and the University of Minnesota revealed that the most effective organizational diversity initiatives include a responsibility structure. Harvard sociologist Frank Dobbin explains, “If no one is specifically charged with the task of increasing diversity, then the buck inevitably gets passed *ad infinitum*. To increase diversity, executives must treat it like any other business goal.”

STEP 4: IDENTIFY YOUR OPPORTUNITIES

Small and independent brewers have three primary opportunities to create diversity: their fans, hands, and brands.

Fans

Fans are the people who enjoy craft beer, whether in a brewery taproom, at a restaurant or other retailer, or in the comfort of their homes. Find individual strategies in *Best Practices for Implementing Diversity and Inclusion: Diversifying Your Fans*.

Hands

Hands are the people who are involved in the process of producing, distributing, and serving craft beer. Find individual strategies and case studies in *Best Practices for Implementing Diversity and Inclusion: Diversifying Your Hands*.

Brands

Brands include a range of messages, images, and activities that shape your customers' perceptions of your product and your organization. Your brand includes your marketing and events, packaging and signage, social media presence, and more. Find individual strategies and case studies in *Best Practices for Implementing Diversity and Inclusion: Diversifying Your Brand*.

STEP 5: ESTABLISH ASSESSABLE DIVERSITY GOALS

Many attempts to cultivate diversity and inclusion fail for one of two reasons:

1. Diversity and inclusion efforts are one-time add-ons that do not have clearly defined objectives.
2. Diversity and inclusion efforts focus narrowly on policing bias, identifying stereotypical attitudes, and discouraging individual problem behaviors.

In the first case, “one-and-done” efforts fail to provide concrete courses of action for those invested in working to create diversity. In the second case, individuals may either feel that they do not hold the biases, stereotypical attitudes, or intention to engage in the negative behaviors that are the focus of these diversity and inclusion efforts, or they may feel that they are being unfairly attacked. Developing assessable diversity goals can help avoid both of these common pitfalls.

Use Existing Organizational Goals as a Starting Point

The adage “what gets measured gets managed” summarizes the importance of developing assessable diversity goals and helps to frame diversity and inclusion alongside other business goals. In fact, because most small and independent brewers may have limited capacity in terms of personnel, time, and energy, framing diversity and inclusion goals in terms of existing organizational priorities will allow you to make use of data you are already tracking.

Discussion Starters:

- What are your existing organizational goals and priorities?
- How might cultivating more diversity and inclusion help to support these existing organizational goals and priorities?
- How can diversity goals be assessed or measured using information you already collect or can realistically begin to collect in order to monitor progress toward your existing organizational goals?

¹ “Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies” *American Sociological Review*

² “Environmental Activism Attracts Boomers Seeking An Impact” *Forbes*

