



 **HAND & HEART**

**4. BREWDOG PLC ACTIONS:  
2021-2022**

## Background

As outlined in previous sections, a number of concerns relating to BrewDog's actions arose – for both former workers, and Hand & Heart.

So, we've comprehensively documented the actions of BrewDog, which appear to be in response to the valid criticisms of former workers, the platform and others since the launch of the platform.

These experiences ultimately highlight the need for legislators to consider stronger means of recourse for workers facing retaliation from employers, current or former.



# January - March 2022: Former Workers Report Retaliation & Private Investigators

On 21 January 2022, [The Guardian reported JW had been accused of intimidating former employees ahead of the BBC documentary broadcast.](#)<sup>(59)</sup> On 14 March 2022, [The Guardian reported James Watt hired private investigators to gather evidence of alleged smear campaign.](#)<sup>(60)</sup>

BD responded to the use of private investigators:

*“James Watt has been subjected to a two-year criminal campaign of online harassment, defamation, fraud, blackmail and malicious communications, instigated by a very small group of individuals. Investigators were hired to find the source of these false allegations, to seek to bring this to an end.”*

*“As a result of those investigations, our lawyers are pursuing a private criminal prosecution for fraud and malicious communications in a court in London, there are related civil proceedings under way in Scotland and other matters have been reported to the police. These proceedings also relate to individuals directly involved in the leadership of the Punks With Purpose movement.”*

## Private Investigators

H&H investigated several allegations regarding the use of Private Investigators by BD. It was not arduous connecting two PI firms to BD in early 2022. For example, pretext names, given by PIs approaching current and former staff in the United States, are used by the firm in their public “blogs”. In another instance, a PI was connected after looking at Bailey’s LinkedIn profile from a

profile connected to the PI firm, after Bailey called a number that had been harassing a former worker.

Two firms are now publicly confirmed to have worked for James Watt and/or BrewDog.

## Integritas

Some time between mid-2021 and March 2022, BrewDog’s CEO hired Integritas Investigative Solutions. It is unclear whether Integritas was hired by the CEO in a private capacity or whether they were hired through BD. Integritas was first incorporated in 2018. Both company directors are former police detectives who, in June 2013, faced allegations of fraud and data protection violations. The results of the investigation have not been disclosed to the public. One of the ex-detectives appears to have retired in May 2013, while the other was still serving on the force at the time.

The retired detective indicates on his LinkedIn profile that he’s been working as an independent investigator and security consultant since 2014. The two former police detectives were previously in the public eye in February 2021, when Integritas Investigative Solutions participated in a Channel 5 documentary ‘Murder in a Small Town.’ The documentary strongly advocated for the innocence of Luke Mitchell — a man who was convicted in 2005 for the murder of his girlfriend, Jodi Jones.

In March 2022, Integritas, speaking to The Guardian, stated that they had [“uncovered evidence of a very clear criminal campaign, organised by a small group of individuals seemingly intent on causing harm to Mr Watt and BrewDog”.](#)<sup>(60)</sup>

## Michael Roberts / REXXFIELD

In 2021, BrewDog’s CEO hired Michael Roberts of REXXFIELD to assist with uncovering the person/s behind an Instagram account going by Laura Keller. BrewDog’s CEO alleges this account sent defamatory messages to his friends around the same time as the reckoning within craft beer began (May 2021). It is unclear whether REXXFIELD were hired by



the CEO in a private capacity or whether they were hired by BD. Roberts describes himself as a journalist, licensed private investigator and internet victims advocate. He is the owner and founder of various companies such as: Rexxfield, a company that provides cyber investigation services; NexusMyst, a company that claims to be able to reduce cyber-crime investigation durations; Page1, a site focusing on online reputation management by removing search results on Google; and formerly Mile2, an IT and security training company.

### Key findings

1. Michael Roberts (MR) claims to be a licensed investigator. We could only verify the existence of an expired licence in Australia.
2. MR has been accused of fabricating evidence, witness tampering and general misconduct by multiple people in relation to a murder, that resulted in MR's former spouse being imprisoned for life after she killed a home invader. The incident occurred in 2001 and no prosecution eventuated, with police accepting it was self defence. A decade later, the case was reopened and brought to trial by an associate of MR who was newly appointed as a prosecutor in the jurisdiction. MR's former stepson claims MR had hired the home invader originally, and that MR had tampered with evidence and witnesses. This is publicly available information, and no conclusion can be further drawn.
3. MR's public professional record suggests he works with clients also with a purview of reputation management.
4. Publicly available information indicates that MR has a criminal record for domestic violence in Sacramento County, California, United States. This could not be verified further.
5. Former workers report being harassed and targeted by a person calling themselves "Anna". Rexxfield website lists Anna Brown as an employee. It is a fake name and the real "Anna" has been located as living in Australia.

As of 2023, no legal actions or proceedings or criminal indictments have occurred regarding former workers or individuals associated with PWP leadership. It remains unclear what criminal campaign Integritas or Rexxfield uncovered and whether or not this has been forwarded to appropriate authorities for public prosecution.

JW has publicly claimed he was "forced" to use private investigators, the use of which individuals reported as intimidating. JW has never provided any information or evidence to justify the targeting of individuals who reported their experiences to H&H. JW & BD have also refused to engage directly with the individuals he has accused, to work through any allegations, despite the initiative and commitment of total cooperation.

## February 2022 - Present Day: BrewDog and H&H

A condensed timeline of these interactions can be found in Section 3 of this report.

1) The BrewDog Affected Workers Platform was announced on 8 February 2022. In its launch, the platform was clearly defined as a collaboration with Punks With Purpose (PWP), a group who had been advocating for workers rights on behalf of former BrewDog employees. Neither H&H nor Bailey had ever had contact with BrewDog, their representatives or associates prior to this date. H&H announced that the platform was offered as a free service to former workers, and did not require the engagement of BrewDog to provide the support and guidance offered when registering on the platform.

2) After the announcement, Kate Bailey's LinkedIn profile experienced increased traffic from BrewDog employees and associates, including a Wisser representative who worked with BrewDog on their culture review. Due to this activity, Bailey informed them they are welcome to initiate contact with her directly should they have questions. REDACTED responded and scheduled a 30 minute call. During the call REDACTED inquired about the platform and Bailey explained the workers' position. The call concluded with REDACTED asking "What could BrewDog do?" Bailey replied "They can take some initiative if they want and I can explain what the workers are wanting from [BrewDog]". On 28 February 2022, REDACTED arranged a meeting with REDACTED, Bailey and REDACTED. REDACTED stated: "Thanks for your time on Thursday and for sharing your intentions for the next steps in your process of advocating for those who share their cases on the platform. I spoke with REDACTED (cc'd), REDACTED at BrewDog about our conversation and they would like the opportunity to meet with you to discuss this in more detail."

3) REDACTED informed Bailey that REDACTED, REDACTED of BrewDog, would be joining the meeting, scheduled as "First Contact". The context of the call was Bailey explaining the purpose of the platform and the position of the aggrieved workers, which is reflected in the meeting title and deck that was presented. In the meeting on 03/03/2022, REDACTED expressed "We'll take any help we can get". No services were discussed or offered to BrewDog. Bailey informed BrewDog she would update the Platform Participants.

4) REDACTED followed up via email shortly after the first contact meeting to set another meeting for a few weeks later, to discuss a "reconciliation proposal". Confused, Bailey replied stating "I didn't really propose anything..." requesting clarity as to BD's wants. REDACTED responded by confirming that BD were requesting a reconciliation programme proposal from Hand & Heart.

5) On 24 March 2022, H&H received a Subject Access Request from a BrewDog representative, in a private capacity. The SAR included a request to access "platform data" – implying, while preliminary discussions relating to a potential reconciliation programme were underway with BrewDog, a BD representative wanted access to what former employees had said about them.

Thank you for your time on the phone earlier.

I confirm that my client's GDPR request relates to all personal information held concerning [REDACTED], both on the platform and elsewhere.

6) Bailey consulted Platform registrants about BD's request for a reconciliation programme. Registrants compiled a list of "contingencies" they required be met or mediated by BD in order

for the Platform, collectively, to consider continuing to discuss any potential “reconciliation”. Bailey subsequently presented a skeleton programme proposal in a virtual meeting with BD on 25 March 2022, and included a letter of contingencies workers required BrewDog to consider, before any details and costs of any potential reconciliation programme could proceed. The proposal explicitly outlined that any mediation services would be provided by external independent professionals, not H&H, in order to ensure the independence and impartiality of any eventual reconciliation programme. H&H tried to address both the legal matter raised by the BD representative and the consistent reference to former workers as being a part of a criminal conspiracy in the meeting. BD and Wiser are evasive, and refuse to comment. BD stated they would need several weeks to consider the matter. Bailey reverted to counsel as she believed BD’s response was a) not genuine and b) BD had no idea what they were considering; it was not a complete proposal and it could not progress under the contingency terms of Participants. [The contingency letter and skeleton proposal are available on the H&H summary webpage.](#)<sup>(61)</sup>

7) Between 25 March 2022 and 30 March 2022, after consulting with Platform Registrants and legal counsel, Bailey paused engagement with BD indefinitely. Bailey informed BD of the decision, publishing the statement publicly, and subsequently responded to journalists’ requests for comment. The matter was reported by [Good Beer Hunting on 30 March 2022.](#)<sup>(62)</sup>

8) On 1 April 2022, Bailey received a letter from BD Chairman Allan Leighton outlining BrewDogs decision “not to work with H&H” whilst accusing Bailey’s actions of being “tantamount to extortion”. Shortly after, Bailey was directly contacted by a Mail on Sunday journalist (for further details, see “April 2022: BrewDog & Associated Newspapers ‘Newsjacking’”).

8a) On 1 April 2022, the BD representative’s personal counsel emailed Bailey without any formal correspondence administration, and accused Bailey of a “false take” on the correspondence and communication. Bailey experienced the email as unprofessional, misinformed and intentionally intimidating. The email corroborates other individuals’ accounts of harassment and intimidation from JW and BD legal representatives. Bailey responded on 2 April 2022.

Dear Kate

Further to our previous emails and discussion regarding the parameters of [REDACTED], I was surprised to be told that you have posted a statement on your website in which you allude to these discussions but give a false take on what we have discussed.

I also understand that you have been briefing journalists along those same lines. In Ms Bernot’s recent article she states that your “concern is that information related to the person who requested [details of their personal data being processed] could potentially include names, contact information, and stories that were shared under the assumption they’d be kept private on Hand & Heart’s platform”. I struggle to understand how you could have such concerns given that when we spoke I specifically stated to you that the material you provide in line with your GDPR obligation could be redacted to keep confidential the identity of those people that have contributed to your platform. I expressly told you that we were not seeking disclosure of such material.

The only thing my client wants is the information that he is legally entitled to in accordance with GDPR. No more, no less. It should not come as a surprise to you that, as a data processor, you are required to process personal data lawfully and that that the data subjects [REDACTED] - have rights relating to their personal data. It is concerning that you regard a [REDACTED] to your business and the AWP. That simply cannot be the case. If you cannot operate the AWP within the parameters of GDPR then you must take immediate steps to ensure compliance, in the same way as any other business in the European Union which processes personal data.

Many thanks

8b) On 2 April 2022, Bailey responded:

Thank you for your email. Let me clarify your assertions of a "false take".

1. Upon finding the request in my SPAM folder, I called you immediately to discuss the platform data, and stated I had zero problems complying with any other element of the request. I still don't. That is your clients right. I requested that you put in writing your client's intention to have access to the platform data explicitly, and I was trying to express to you the context in which that data was being requested. That context was that we have multiple, well-documented actions and attempts of intimidation of platform participants and that this intimidation was being explored for legal recourse. Some of this has been reported in the media, it is no secret. The additional context I provided to you in that call on that day was that I was set to meet with BrewDog representatives in a few hours, and this request -- no matter if I could redact data or similar, directly undermined the intentions expressed to me by the company and would additionally, potentially even if data is redacted, would undermine the platform as an independent source of information for which the company could rely to base any potential program on. You had no prior understanding of the platform, so I suggested you "do some research" and requested you confirm with your client, then put in writing, your client's intent to access the platform data, explicitly. I told you I required you to do this, so I had a basis on which to contest the platform data specifically, so I could otherwise comply with the request. On March 25th, you sent an email confirming just that, and here is what you wrote:

*"I confirm that my client's (request) relates to all personal information held concerning (my client), both on the platform and elsewhere. As I told you, we have no interest in seeking disclosure of any other information beyond that which (my client) is entitled to as a result of the European data protection legislation."*

Here is what I wrote back in relation to your words above:

*"Thank you for your email and confirmation of (your clients) intent to have access to the platform data."*

You responded to this by thanking me for my email. You assert here in your email to me 01.04.2022 that all information can be redacted, and so on. We fundamentally and clearly disagree about the fact that the information in this form would still compromise the integrity of the platform as it relates to BrewDogs request of it's use in a potential program, and in the context of my discussions with them. I will be asserting my legal right to not provide that information under the exemption that it is under legal contemplation. That is a simple matter for the law to dictate and this matter was now for you and my counsel to deal with, as I said in my last email to you. My principal concern that protecting the platform's data and it's participants must be taken with the context I have attempted to explain to you, on the phone and now because before I got your request it was already under legal consideration. I hope it eases your struggle to understand my concerns.

2. You assert I "briefed" Ms Bernot. I provided her a copy of my public statement, yes, before I published it on my website and I answered her subsequent questions about it. I have zero qualms being totally honest about that. Ms Bernot had previously covered the BrewDog Affected Worker's Platform, and there were a number of journalists reaching out not to just me but to platform participants for request for comment about a number of stories I understand are soon to be published. What you have referenced is not my quote. That is the journalist's inference based on what they say, I said:

*"Bailey declined to specify exactly what legal means the person used, saying that the individual "exercised a personal right to seek information from the platform."*

I am not going to go tit-for-tat beyond this response here, except to say, this is how it is, this is how the company is. I am fine for the public to know what it is like to deal with a company like this. Speaking exactly to that, yesterday, I received an email from **Mail on Sunday at 1:47pm** about BrewDogs decision, and **I received the letter from**



**BrewDog at 1:01pm, dated for the day prior.** I [chose to publish my response on my website](#), and reply to the Sunday on Mail journalist with this link as well as answering their two follow up questions. If you want to levy your judgment towards me for this based on a misread quote, I expect you to do the same with your clients' company.

Here it is also worth noting - the letter sent to me, which contained a number of outright false claims about me, was subsequently sent to the entire company. The facts I have provided you as above, simply reassure me I was right to go public and fulfill my duty to provide updates on significant developments around the platform because all good faith I had with the company expired with such developments. I guess the only difference in my public communication was that I provided facts on a page and they sent out a malicious and easily disproven with-a-paper-trail false set of accusations against me. C'est la vie.

3. I never named the person or what the action was - I simply said that the action ("exercising a legal right seeking this information, *after* harassing and intimidating platform participants") jeopardise the integrity and independence of the platform, and was in direct contradiction to the discussions I was engaged in with the company. If you're implying that the assertion is false, then by all means, let's take it to the courts which can assess all the evidence and context of the request and they can make a decision. I have been unwavering in my response to defend the platform, and to provide all other requested information as per your clients rights. The Company have now themselves just literally told thousands of people what the request is. I didn't. My assertion was that in seeking this information, in the context it was done, it would jeopardise the integrity and independence of the platform if BrewDog wanted to use it as a basis to conduct any kind of cooperative reconciliation program. It's just a fact, and the reason I paused discussions.

4. The platform and the explicit consent of any submission were created with GDPR compliance in mind and with the direct legal advice that the request for information your client has now made was a possibility to be used to access platform data. This is why my first response to you was to have you clarify the intentions of your client in writing and you did that. The entire platform was established for legal contemplation, and with zero requirements of cooperation from BrewDog to seek recourse and justice on behalf of participants. It was established with clear legal guidance and therefore I can, and will continue to operate the platform, in compliance with all laws. I will respond, publicly, to correct any assertion for which I have reliable, factual, well-documented evidence and witnesses when I see it is appropriate to do so.

I appreciate why you felt the need to send this email. I further appreciate from our first call you had no knowledge or understanding of the platform, the context of the request from my or my companies perspective, or the public interest around the platform. I hope have been able to clear this up, though I suspect, you will continue to disagree on the facts and context. I reiterate what I said to you in my last email, that I have retained Scottish counsel and am establishing a cross-jurisdictional response with a German specialist to respect your clients' rights, and to legally uphold those of platform participants. I will let them take the discussions forward with you regarding this matter.

9) Correspondence between Bailey and the BD representative reverts to counsel.

10) On 9 May 2022, Bailey sent a letter to the BrewDog Board regarding the Wisser & BrewDog data breach and the issue of former employees being accused of participating in a criminal conspiracy.

**HAND&HEART**

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**09.05.2022**

**Open Letter To:** Mr Allan Leighton, BrewDog Board **via email only** [REDACTED]  
**RE:** Request to cease perpetuating false allegations and perceived retaliation against former workers

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Dear Mr Leighton and The BrewDog Board

I am writing to you today on behalf of the former and current employees on the Affected Worker's Platform, and other former workers who have expressed concern and distress at BrewDog's perceived campaign of intimidation and retaliation. I have tried to address this with Representatives of your company over the last months, to no avail. I am professionally and amicably trying again. In particular, this letter appeals to the Board to ensure BrewDog and Representatives cease the public assertions that platform participants, Punks With Purpose members, or any former employees supporting either group, are engaged in a criminal conspiracy based on a personal vendetta against the CEO and Company.

We invite the Company to undertake the following actions, which we hope would go some way to alleviating the distress and material harms experienced by former employees now, and in the previous months.

1. Remove the malicious claims about former employees from all BrewDog platforms noted in Annex 1, unless, evidence of the conspiracy referenced is presented to those accused – via direct response to this letter or publicly.
2. Ensure Wisser retract and withdraw their support of this claim, unless, evidence of the conspiracy they speak to is presented to those accused – via direct response to this letter or publicly. We note, the findings of their independent review opposed the statement of support provided.
3. Cease all actions and communications that interfere with the platform participants' and former workers' rights to due process with legal recourse. We have continued our work to analyse these claims to have them placed with suitable legal representatives. The veracity of any claim will and should be assessed by appropriate bodies and be subject to the guidance of the legal system. Certainly, the Company should welcome the rigours of any investigation and professional assessment.

The platform participants and former workers undisputedly have the right to due process with regulatory bodies and legal recourse. I, and Hand & Heart, have the right to support them as they

seek relevant legal avenues available to them. We request that there is no future assertion of a criminal conspiracy driven by former employees in the press, to current staff, as part of any separate legal complaint, on EFP forums, social media, or any other channel – unless, evidence of the referenced conspiracy is presented to those accused – via direct response to this letter or publicly.

To reiterate, as it relates to the allegations of former workers being involved in a criminal conspiracy, we invite the Company to present the clear supportive evidence of this claim, in particular, as it relates to named or identified individuals, or individuals who have been approached by Private Investigators. No participating member of the platform, members of PWP or former employees I have spoken to has been made aware of claims against them. BrewDog has perpetuated the claims for such a substantial amount of time and BrewDog is obliged to provide those they have accused with evidence. Notably, as there are no proceedings against noted individuals that could be prejudiced by the disclosure of evidence, and seemingly no other means by which the allegations' veracity can be determined - we invite this evidence to be presented without delay. Failing this disclosure of evidence regarding those accused, we reiterate our request in (1), (2), and (3).

Attached is Annex 1 (referenced in (2)), which comprises the public documentation of this allegation being perpetuated by the Company or Representatives. This document clearly indicates BrewDog and Representatives have been the sole initiators of any discussion of a criminal conspiracy and as it has been nearly a year of perpetuating the claim, have yet to engage with those accused to present evidence of their alleged wrongdoings. It is our expectation that the claims are removed from BrewDog and BrewDog Representatives' platforms.

In summary, we are asking the Company to stop using its resources and privileges to intimidate and defame individuals seeking justice for their claims and experiences. BrewDog did not want to engage with these individuals on terms that felt safe and fair to participants and therefore, we respectfully request you to allow them the right to due process.

You are welcome to reply to this Letter, and you are welcome to call me directly anytime to discuss the matter further. We would like to reiterate that we are requesting the perceived intimidatory conduct by BrewDog and its Representatives to cease so due process can take place; and for any harmful, malicious falsehoods directed at former employees to be removed. I am open to any diplomatic means of communication to facilitate this resolution.

Regards,

Kate Bailey

Managing Director / Hand & Heart GmbH / Reuterstrasse 80, 12053 / BERLIN, Germany

11) On 9 May 2022, Bailey sends a letter to the Wisser Board regarding the data breach and the issue of former employees being accused of participating in a criminal conspiracy.

**HAND&HEART**

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**09.05.2022**

**Open Letter To: Wisser Board via email only** [REDACTED]

**RE: BrewDog, Request of retraction of support of false allegations regarding former employees**

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Dear Wisser

I am writing to you today on behalf of the former and current employees on the BrewDog Affected Worker's Platform, and other former workers who have expressed concern and distress at BrewDog's perceived campaign of intimidation and retaliation; and further, Wisser's supporting role in upholding these unevidenced claims resulting in the targeting and subsequent undue distress of former employees. This letter requests that Wisser retract and withdraw their support of BrewDog's claim that former employees have been engaged in a criminal conspiracy or, as Wisser phrased it, on a mission to damage the brand – unless, evidence of this conspiracy or mission can be presented to those accused.

Notably, the findings of Wisser's independent review regarding the intention of former employees oppose the core substance of the claim of any conspiracy. We further note that the statement Wisser issued on 06.04.2022 does not align with widely available public uses of the quote by BrewDog and BrewDog Representatives, and therefore does not represent an appropriate or adequate clarification.

In support of the request, I have attached:

- 1) An Open Letter Hand & Heart has sent to the BrewDog Board, requesting the allegation is addressed. Notably, we have asked them to request Wisser withdraw support of the unevidenced allegation/s.
- 2) Annex 1, which comprises the public documentation of variations of this allegation being perpetuated by BrewDog or BrewDog Representatives, and Wisser.

Last, I wish to note a Letter of Complaint RE Data Handling (21.04.2022) which expressed concerns about the handling of data of those participating in the BrewDog independent review. This letter has not been given a notice of receipt, as requested of Wisser. This inaction and perceived dismissal suggests that Wisser does not plan to respond to the complaint or concerns raised. Therefore, the recourse shall be to proceed with initiating a group complaint with the



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ICO, alongside other actions to address the concern that both Wisser & BrewDog may have corrupted the independence of the review.

You are welcome to reply to this Letter to inform us of your response to the above, and you are also welcome to call me directly anytime to discuss the matter further. We would like to reiterate that we are requesting the perceived intimidatory conduct to cease so due process can take place; and for any harmful, malicious falsehoods directed at former employees to be removed. I am open to any diplomatic means of communication to facilitate this resolution.

Regards

Kate Bailey

Managing Director  
Hand & Heart GmbH  
Reuterstrasse 80, 12053  
BERLIN, Germany

12) Bailey contacted BD on 1 August 2022, offering a right of reply for the podcast Super Punk Corporate Meltdown. On 8 August 2022, Bailey offered to extend the right of reply to BD. [The correspondence is located on H&Hs SPCM webpage.<sup>\(43\)</sup>](#) BD does not reply.

13) On 24 January 2023, Bailey sent a request of amends to the BrewDog Board regarding the Associated Newspapers newsjacking smear related to Leighton's letter. Bailey is yet to receive a response.

**FROM: Kathleen Bailey, Managing Director**

Hand & Heart GmbH

REDACTED

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**24.01.2023**

**Request of Amends RE letter from [REDACTED] 01.04.2022**

**ATTN:**

BrewDog PLC

[REDACTED]: REDACTED

[REDACTED] per email, REDACTED and REDACTED

[REDACTED] per email, REDACTED

[REDACTED] per email, REDACTED

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Dear [REDACTED], [REDACTED] & The BrewDog Board

On April 1 2022, [REDACTED] on behalf of BrewDog, distributed a letter addressed to me and my company to BrewDogs staff, to BrewDogs EFP forum, to *The Mail on Sunday*, to paid editorial sites and to a single entity who subsequently published the article on 70+ URLs. BrewDog/[REDACTED] also arranged to have the lawyer REDACTED email me, without any formal notation or documentation, to intimidate and harass me over my decision not to engage with your company and for simply telling the truth as to why this decision was made. Leightons letter sent to me 01.04.2022 featured a number of malicious falsehoods about myself and my company, and was the foundation of an orchestrated commercial campaign intended to cause harm to myself, my company, the collective reputation and most importantly the workers we represent. The now proven fact BrewDog engaged in a commercial transaction through third parties, on more than two occasions, raises consideration for harassment.

A full investigation into the matter has been completed, with chronological digital and time stamped documents/evidence to support the conclusions. These include (but are not limited to) the correspondence/meetings between H&H and BrewDog, which explicitly contradict the false premises of the letter's accusations. This fact alone makes the letter itself and the distribution of it distinctly reckless, malicious and reprehensible.

As a result of the the letter, BrewDogs collective corporate actions and the subsequent article/s, I have taken the following actions:

1. Initiated a legal claim against The Mail on Sunday / Associated Newspapers.
2. Contacted the paid editorial sites BrewDog pays for "newsjacking" activities (a term used by a BrewDog rep online) which resulted in the content (syndicated version of *the Mail on Sunday* article) being removed. Digital and timestamped documents/evidence serve as complete confirmation BrewDog paid for the smear article to be published about me.
3. Preparing towards civil and criminal avenues of recourse against individuals and the company. An investigation has also concluded that beyond the confirmed paid editorial, the 70+ URLs the article was

**FROM: Kathleen Bailey, Managing Director**

Hand & Heart GmbH

**REDACTED**

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published to are owned by a single entity. The legal process to have this entity remove the content and the identity of the publisher made known has been initiated.

**I hereby request amends from BrewDog:**

**1. BrewDog issues a formal retraction of the letter and direct apology to myself and Hand & Heart, distributed by the same means the original letter and Memo was distributed:**

- a) to me/my company
- b) BrewDog staff, via email
- b) The BrewDog EFP forum
- c) Via a letter to Associated Newspapers and the *The Mail on Sunday* editor **REDACTED**
- d) To the paid publishers of the syndicated content. Despite the content being removed they should be made aware of the retraction and apology.

**2. Contact the Owner of the 70+ URLs that republished the article, and ensure the article is removed.**

Without hesitation upon request, we can provide a full list of these sites in a .CSV file, for BrewDogs convenience in completing the requested amends.

The retraction and apology should be inclusive of the entirety of the letters contents given and the severity of recklessness as to the truth or falsity of the information, distributed to such a large amount of people through corporate communications. It should, additionally, take note to be direct and explicit as it relates to:

- i) It is not possible that BrewDog to "decided not to work with a H&H" after H&H had already publicly paused engagement until bad faith actions were remedied, and legal matters settled. The retraction of the letter and apology should be explicit: that H&H had formally ended engagement with the BrewDog two days prior to BrewDogs "decision not to work with H&H". For the record, it is pathetic that the "you can't fire me, I quit" style narrative was even considered, let alone executed with such an extensive paper trail.
- ii) That any financial amount discussed was in relation to external, independent vendors the project would require, and that H&H never "requested" any fee or payment at any time. Any reference to "blackmail" and "extortion" should explicitly be retracted.
- iii) That a BrewDog representative's use of the pejorative slur "Woke Warrior", when giving comment to Mail On Sunday, to describe me was based on a falsity of fact (I/H&H never requested any fee/payment and had ended formal engagement). The term is a rightwing dog whistle that is frequently racially and homophobicly charged, and BrewDog should also acknowledge the use of this pejorative slur from any BrewDog representative is offensive and regrettable.

**FROM: Kathleen Bailey, Managing Director**

Hand & Heart GmbH

**REDACTED**

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Upon receipt of this letter, your leadership team has a clear mandate of professional accountability and a fiduciary responsibility to remedy this matter. BrewDog PLC has now accumulated on its record multiple public instances of retaliation, intimidation and unfounded harassment towards multiple individuals. It is for this reason I will make this letter today public, as I will make any further attempts to retaliate or punish me, for example, through another paid smear campaign or vexatious informal correspondence from legal representatives.

I understand that my position as an advocate for former workers harmed by your workplace is a primary reason that I was subjected to this orchestrated commercial campaign, and it is for this reason that I consider any further acts towards me or my company a continuance of the retaliation against those former workers as well.

**BrewDog has until 1700 27.01.2023 to comply with my request of amends.**

Regards

Kathleen Bailey

14) On 30 January 2023, Bailey followed up with a letter, expressing grievances regarding BD's failure to respond.

DocuSign Envelope ID: 7CD29867-7BB7-49A6-96F7-D6BD4AAE0186

1 of 1

30.01.2023

**FOLLOW UP: Request of Amends RE letter from [REDACTED] 2022**

ATTN:

BrewDog PLC

[REDACTED]  
per email, [REDACTED] and [REDACTED]  
[REDACTED] per email, [REDACTED]

TSG Representative: per email, [REDACTED]

Dear [REDACTED] & The BrewDog Board

It is noted there has been no response to my request of amends, Brewdog instead choosing to pay for a story to be pushed out - by one of the confirmed paid editorial sites, no less. [REDACTED], everyone reading this knows that if you had a modicum of truth to present to defend your letter to me, you would have. It is noted you have refused to retract the defamatory statements and malicious falsehoods in your 01.04.2022 letter.

[REDACTED] is it getting a little tense with all these lies catching up to you? Did you or did you not spend the last year claiming you (and your investigators) had damning evidence against specific people? Beyond this, there are two reasons it's utterly perplexing you are pursuing a Norwich P.O. with Meta: 1) Didn't you already prosecute the alleged ringleader in a "landmark" case? 2) I and H&H, and all the people you have publicly accused, have offered complete and total cooperation in addressing your concerns of a criminal conspiracy. We have offered this, multiple times, over the last year. You could have taken people up on the offer. I get it though; doing the mature and sensible thing would not help your SEO results or help you to avoid accountability for what you've done to people over the last year.

[REDACTED]: staying silent and being complicit makes you as culpable as your colleagues. I know *you* know, and I have seen what people wrote to you. You know they aren't lying. You failed to stand up for the truth, and for many of the people whom have contributed to the fortune and life you enjoy.

Last, and I need to say this to get ahead of whatever you'll try and make up about me next: I/H&H have always and continue to have the utmost respect for current employees of BrewDog. Reiterating our public statement ending engagement with BrewDog: we want BrewDog to be a thriving global organisation with a safe and equitable workplace. However, just because you are now putting effort into making it a safer workplace does not entitle you to not being held accountable for what you've done to people, mostly former workers, over the last year.

Any of you can call me anytime ([REDACTED]) as this can be sorted out in a phone call. But of course, do continue to dig a deeper hole and waste everyone's time and energy, just because you cannot, as a group/company and people, be accountable for own words and actions before it escalates to the absolute worst outcome for all involved.

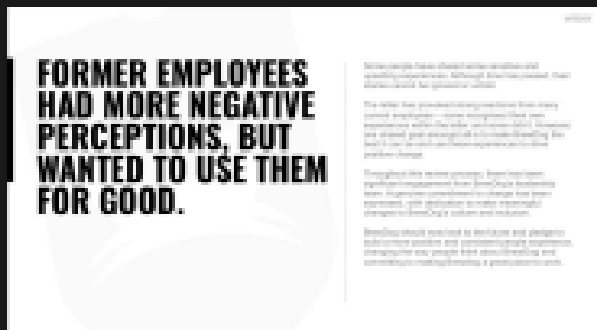
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Kate Bailey

1/30/2023

## Wiser Review and Data Breach

Conflicting public statements from JW indicate Wiser was hired by BrewDog in either June or August of 2021. Wiser were enlisted to conduct an independent third party culture review which included a survey of current and former staff. Wiser made assurances of anonymity to former workers in their outreach, and stated that engagement would be comprehensive which included contacting all employees who had left BrewDog in the preceding eighteen months. Twelve former BrewDog employees in multiple countries, who left the company in that 18 month period, reported to H&H they did not receive any contact from Wiser about participating in the review process. Wiser released a public report of their findings, and stated the following about former employees:



In January 2022, a negative quote regarding former employees was attributed to Wiser (more details: see “Quotegate”). Participants of the survey become concerned that Wiser had provided an opinion to BrewDog and their legal team, opining that former employees were on a mission to damage the brand and that

***“BrewDog was the target of the ‘most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand’.”***

After it was apparent Wiser would not respond to former employees’ enquiries regarding the matter, some survey participants sent Subject Access Requests to Wiser.

When the SARs were returned and examined by H&H, there was no data suggesting or indicating any “mission to damage a brand.” One SAR response indicated that Wiser had breached the anonymity of at least one participant, and indicated Wiser had received and processed false data retrieved from BD without the consent of the participant, and indicated that representatives at Wiser had made degrading statements about at least one participant.

Wiser’s response to one SAR indicated that Wiser staff were listening to, and sharing internally, public communications from a Participant, noting it as “interesting listening”. The SAR also indicated the Wiser representative who interviewed the Participant had transferred information to BrewDog relating to the Participant’s departure from the company. Data retrieved from BrewDog, in a separate SAR response returned to the Participant by BrewDog, data relating to the employee’s departure from the company conflicted with what the Wiser representative had said about the Participant in notes.

Wiser failed to respond to multiple enquiries about this breach of anonymity, or to provide any information relating to how they could uphold the opinion former employees were engaged in efforts to damage the brand. The matter remains unresolved and remains with the relevant regulatory body. It could be an additional twelve months until an outcome will be reached. Further, in relation to data handling complaints, a matter remains ongoing regarding BrewDog PLC.







## January 2022 - present day: “Quotegate”

“Quotegate” is a community term referring to the use of a quote by BrewDog, Wiser and JW that alleges criminal and unethical conduct by former workers, and others. The quote first appeared in January 2022, but correlates strongly with the rhetoric presented by Watt throughout 2021. Quotegate was covered extensively throughout the podcast, Super Punk Corporate Meltdown.

The purpose of including it in the report is to illustrate an apparent abuse of power, and how the quote has been used to intimidate individuals, and how it compromised their sense of personal safety. Presenting the quotes in chronological order illustrates how the qualification of the quote and its distribution suggests a calculated effort to discredit individuals.

It should be reiterated that BD, Wiser and JW have been provided multiple opportunities to address the quote, and more importantly the allegations it contains both privately and publicly. BD, Wiser and JW have not responded to these attempts to resolve the issue.

1. In January 2022 when BrewDog published their [OfCom Complaint Press Release](#) <sup>[36]</sup>. On behalf of BrewDog, James Watt stated that Wiser had provided the opinion: “this had been the most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand”. They were also advised that an independent company had stated that there had ‘definitely been a small group of people who had a personal vendetta against James Watt - willing to go to all lengths to take down BrewDog.’.

You can read more here:

<https://www.brewdog.com/uk/independent-culture-review>

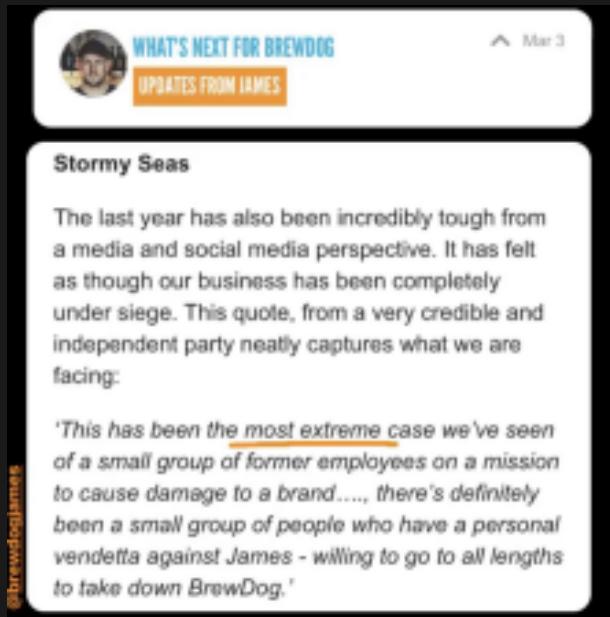
It should be noted, in the review process, Wiser told our teams that this is the most extreme case they have seen of a small group of former employees having such a loud voice when the majority of data from current employees paints a different picture. We also don’t understand why a fair and balanced programme purporting to be about our culture, failed to reach out to the independent third party that was charged with reviewing it.

2. Former employees became concerned about Wiser’s alleged comments, given it contradicted the results of Wiser’s public review. The quote appeared again:

*“An independent report by workplace consultancy concluded last year that BrewDog was the target of the ‘most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand’.”* 2 March 2022 - [Quote appears in The Sun](#) <sup>[37]</sup>

3. “Allan Leighton, the former Asda chief executive brought in as a non-executive chair to mentor Watt and tackle the “toxic” workplace culture, responded to the report by stating that BrewDog was the target of the “most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand” 2 March 2022 [Insider - \(attributed to Allan Leighton\)](#) <sup>[38]</sup>

4. 3 March 2022 - EFP Forum



5. [3 March 2022 - LinkedIn<sup>\[39\]</sup>](#): “This quote, from a very credible and independent third party neatly captures what we are facing:

*‘This has been the most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand...., there’s definitely been a small group of people who have a personal vendetta against James - willing to go to all lengths to take down BrewDog.’*

*We won’t let that happen. There is too much to be excited about, so many great opportunities for our business and our people. Criticism hurts. Where it’s justified we will respond and act on it. But the critics won’t define us. It should also be noted that there are currently 2 separate criminal complaints underway against malicious individuals who engaged in criminal means to damage us.”*

6. [14 March 2022 - The Guardian<sup>\[40\]</sup>](#): “A BrewDog spokesperson said:

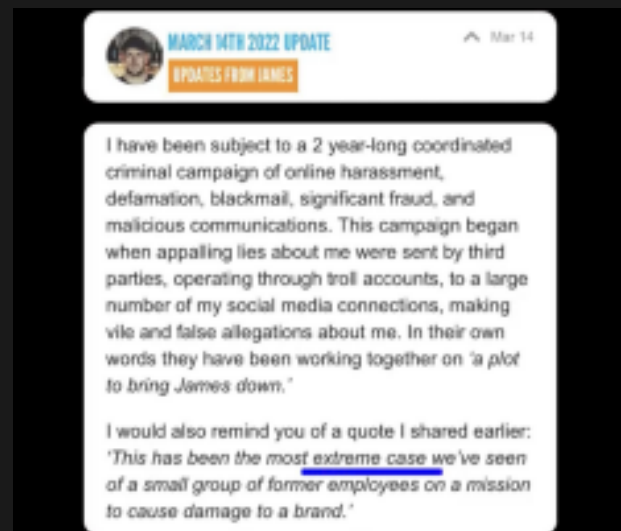
*“James Watt has been subjected to a two-year criminal campaign of online harassment, defamation, fraud, blackmail and malicious communications, instigated*

*by a very small group of individuals. Investigators were hired to find the source of these false allegations, to seek to bring this to an end.*

*“As a result of those investigations, our lawyers are pursuing a private criminal prosecution for fraud and malicious communications in a court in London, there are related civil proceedings under way in Scotland and other matters have been reported to the police. These proceedings also relate to individuals directly involved in the leadership of the Punks With Purpose movement.*

*We will no longer allow blatant lies to be told about our business or our people. Where those lies are told, we are duty bound to set the record straight and will expect retractions where required. We hope that by taking this action now, we can bring this deeply distressing campaign to an end.”* *Integritas said it had “uncovered evidence of a very clear criminal campaign, organised by a small group of individuals seemingly intent on causing harm to Mr Watt and BrewDog.”*

7. 14 March - JW Forum & LinkedIn



*“I have been subject to a 2 year-long coordinated criminal campaign of online harassment, defamation, blackmail, significant fraud, and malicious communications. This campaign began when appalling lies about me were sent*



*by third parties, operating through troll accounts, to a large number of my social media connections. In their own words they have been working together on 'a plot to bring James down'.*

*We subsequently engaged the services of digital investigative specialists to seek to identify the source of these damaging and false allegations and identify the individuals who defrauded me. As a direct result of those actions, and following a court order obtained from the High Court based on written evidence, we were able to identify individuals involved.*

*I have a duty to act in the best interests of the company, our employees and investors: this duty extends to protecting the business from malicious individuals who wish to cause us harm. The objective of our enquiries was to understand the extent of the campaign against us and to take appropriate legal action to bring it to an end. A criminal prosecution for serious fraud and malicious communications is now under way in a court in London. There are related civil proceedings underway in The Court of Session in Scotland. Furthermore, there is a separate police complaint against a PwP founder for blackmail.*

*Given that there are criminal proceedings, I am obviously not allowed to comment further.*

*Criticism of our business is fine and often warranted – I fully accept that. Colluding in illegal activity to damage me or the business is not.*

*I'm sorry that there are a handful of people on a criminal mission to bring us down."*



## 8. 15 March 2022 - Wiser responds



In July 2022, we became aware of a former BD employee, who was not a platform participant, who had approached Wiser about the quote. We reached out to them. The following are the questions we asked and their responses.

### **Q: How did you become aware of the quote?**

A: I believe I first read the quote in an Insider article about BrewDog starting a complaint to Ofcom on 3 March 2022. It quoted the press release directly which was on the BrewDog site at the time, and I cross-referenced it. I think they've changed the wording on the press release itself since then, but who knows what's in the material that was actually sent to Ofcom – I doubt they'd have bothered to edit that?

### **Q: What were your initial observations about the quote?**

A: Shock. As a Punks with Purpose letter signatory, the central message of the letter was that we believed there was both a potential, and an urgent need for positive change both in the company and the industry as a whole. It seemed to have taken the whole messaging we had tried to send

and engage with and flip it on its head to dismiss Punks With Purpose entirely. Like it was a handful of people rubbing their hands in glee about ruining lives. Which was literally diametrically opposed to what it actually was.

It shocked me because “the company was the target of the ‘most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand’ “was not at all what the vibe I got from Wiser when I spoke to them. They were very sympathetic and seemed to understand the frustrations of those they were interviewing. Moreover, the “Top Level Report” that Wiser and BrewDog had published on or about 20 December said absolutely NOTHING even hinting of that conclusion! That’s the thing that made me go “hold on, something’s not right here. Where did this quote come from because it’s nowhere in the materials that have been made public?”

### **Q: Why did you decide to enquire about the quote?**

A: I couldn't believe that a conclusion like “the most extreme case we’ve seen of a small group of former employees on a mission to cause damage to a brand” could be drawn from the results of the published parts of the review. What were they leaving out? The quote was initially attributed to Wiser both in the Press Release and the Insider article where I first came across it.

It also made me really question the supposed impartiality of Wiser. They said they were impartial and would keep responses anonymous. We now know that they've passed names and personal data on from those “anonymous” interviews straight to BrewDog, so in hindsight this wasn't surprising. I mean, it should be surprising, and it looks terrible in terms of impartiality.

### **Q: Who did you enquire with?**

A: I emailed the REDACTED address as that had been indicated as the initial point of contact for anyone participating in one of the interviews. That was on 3 March.

I also emailed the author of the Insider piece on the same day with the following:

"I read with interest the article this morning on BrewDog and their complaint to Ofcom. In it, you quote the Wiser report to the culture at the company as concluding,

"the company was the target of the "most extreme case we've seen of a small group of former employees on a mission to cause damage to a brand"."

I have read through the [publicly-available materials from Wiser](#) and have not been able to find anything about such a conclusion. Would you be able to confirm where you came across this conclusion, and how it could be verified? I find it strange that the quoted statement would be so at odds with the tone of the overall material otherwise available."

I did not hear back from the author.

### **Q: Can you describe those interactions?**

A: I had not heard back from Wiser the following day, but noticed that the Insider piece had changed the attribution of the quote from Wiser to Allan Leighton, the former Asda chief exec. I emailed the same address at Wiser again noting the change asking if this had come from them, or if the author of the piece had changed it based on something else such as my emailed questions to him.

I did not hear back about that, or about whether Wiser's conclusion had in fact been that quote. If it had, why had the Insider piece changed its attribution to be Allan Leighton? It all seemed really odd.

As I did not hear back I got REDACTED email address from another Punks With Purpose signatory whom I knew. I emailed her on 9 March after not having heard back from Wiser for a week.

She then replied back to me on 14 March with a short message stating simply;

"In short, this was not a quote from Wiser. REDACTED at Powerscourt (BrewDog's PR advisor) has confirmed the quote was attributed to Wiser in error and this has now changed online. He has confirmed this error will not be repeated. He has said you're welcome to contact them any time for further clarification. His email is REDACTED."

I figured I'd give REDACTED a call on a number that was publicly available on their website, because I was getting frustrated with the runaround.

When I did, I could clearly hear him talking to the person who initially answered the call asking her things like "where's he calling from?" and "What did you say his name was?". Eventually I was told that he would call me right back.

20 minutes later REDACTED did in fact call me back. He was very dismissive of my query, saying at the time that "I have no idea who you are, why I should talk to you or where you're calling from. All I can say is what's in the press release."

When I said that I had been advised to contact him by REDACTED as someone happy to talk about the press release and the quote, he said "yes, I'm happy to talk to the media and the like."

"OK, let's say I'm from the media. I'm trying to get to the bottom of an attribution for a quote that keeps getting changed," I replied.

REDACTED: "James Watt has posted a number of times about this, on LinkedIn, multiple blogs, all publicly available stuff. It's from a credible third party consultant."

Me: "So you can't tell me who that consultant is? Is it Wiser?"

REDACTED: "You're haranguing me. This has now been going on for 12 minutes, you keep pestering me, I have no idea who you are."

At this point I checked my phone's call length counter.

"It's been six minutes and eight seconds. I'm just after the source of a quote that is in material that's out there, and is changing. First an Insider article said it was Wiser, now it's been edited to the chairman, Allan Leighton."

"I know nothing about that article or why it says that", he replied.

"But you're the contact person for this press release..."

"You're haranguing me" he cut me off.

"I'm doing nothing of the sort. I'm trying to get to know who said this thing which is,

frankly, a doozy of a quote. "The company was the target of the most extreme case we've seen of a small group of former employees on a mission to cause damage to the brand". You're not able to tell me who said that?"

"A credible third party consultant." he repeated.

"So you know who that third party consultant is?" I asked.

"Look REDACTED, you're harassing me. If it was something they chose to disclose it would be disclosed. Now if you want to send me the article which you're referring to, you have my email."

I thanked him for his time and he slammed the phone down.

So I emailed him the link to the article, detailing how the quote had been changed in its attribution on the Insider piece from 2 March to 3 March and how the Scottish Sun called it a "independent report by workplace consultancy" (sic, it looked like they'd just cut off the name).

He replied with a "To be clear, this was not an external quote from Wiser. A response from Wiser here:

*"Wiser provided an opinion to BrewDog's legal team specifically related to its complaint to Ofcom and the BBC. That opinion provided was shared publicly in error. Wiser were appointed by BrewDog to conduct a fully independent review of the business following an open letter signed by around 300 current and former employees. We included in our full report the opinions and voices of over 1500 current and former team members at BrewDog. When we reached out to the signatories of the open letter, 15 people came forward to speak with our researchers. We heard negative feedback from a small group of former employees, rather than the large numbers attached in the letter. From our experience of working with fast-growth companies, there are always former employees that have left the business having been mistreated in some way. BrewDog has committed to significant change in order to become a better employer and we are glad to see our report playing a part in their action plan."*

### **Q: What was notable to you about the interactions?**

A: I felt like I was being given the runaround. Where I got replies, they were dismissive. That's why I picked up the phone to call the PR people. To be honest I'm surprised they called me back after only 20 minutes. I didn't enjoy being told I was harassing a man whose name had literally been referred to me as the point of contact to clarify about the origin of the quote.

### **Q: Was your enquiry satisfied?**

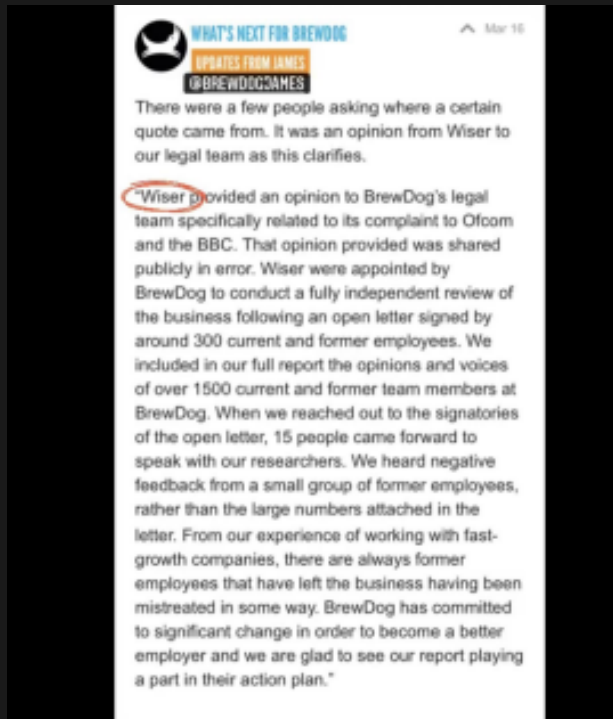
A: No, I would not say that the enquiry was satisfied. After I got off the phone with REDACTED, I felt I had been dismissed and like I should be happy with what I read in the press release originally and not ask questions.

### **Q: Is there anything else you'd like to share about these experiences?**

A: It just feels so odd. Why would an initial press release that papers quote from place the quote to have come from Wiser, if it didn't? Why do pieces that were edited post-publication attribute it to various sources, from "workplace consultancy" to Allan Leighton? And is that anonymous workplace consultancy Wiser, or someone else? Why did Brewdog engage another workplace consultancy if it is indeed someone else? Did they not like Wiser's results that much? In their initial commissioning of the review, Brewdog promised to act on the results of that Wiser review. Have they?

If the Wiser report did in fact have that quote in some part of its non-published conclusion, why does the rest of the report not show any indication of leading to that conclusion? It seems so incongruous. And that's what made me want to dig into this, as someone who participated in the review as a PWP signatory, as someone who once brought in to the Brewdog thing, and as someone who really wants the industry as a whole to improve, for everyone's sake.

9. 16 March 2022 - JW Forum Update



10. 1 April 2022 - [Wisser Statement](#) <sup>(41)</sup>:

"In March 2022, an excerpt from the statement was shared with the media in error by PR representatives acting on behalf of BrewDog.

*"That being said, this has been the most extreme case we've seen of a small group of former employees on a mission to cause damage to a brand."*

*This was not part of our independent review, nor a quote from Wisser designed to be used externally but an opinion formed off the back of observing wider activity around the company.*

*Since this, we have received a number of requests for clarification. Our initial response via email stated this was not a quote from Wisser. This was an opinion shared directly with lawyers, taken from a wider statement about the contents of our review and not an externally approved quote from Wisser in line with our standards for public release. We hope this statement clears up any further questions."*

10 April 2022 - [The Times](#) <sup>(42)</sup>: "Given legal restrictions, there are limits to how much Watt can comment. He says this:

*"I have been subject to a two-year criminal shakedown. A campaign of harassment, malicious communication and blackmail. I have been defrauded of a significant six-figure sum of money by people working together behind the scenes to attack me with criminal means. Nobody in their right mind wouldn't do something if that was happening to them."*

*It was because of these activities, Watt says, that he hired private investigators. Not because he wanted to shut down his "legitimate" critics.*

*He claims he has seen communication between some members of Punks With Purpose and the people involved in the legal disputes. "*

The allegations against former employees were clear, from all parties, despite the apprehension on Wisser's part to take responsibility for it. During the course of the misdirection and confusion regarding the attribution of the quote, Participants expressed concerns regarding the handling of their data, and some with explicit concerns regarding how their personal safety may have been compromised. H&H guided Participants to advice and information about data protection laws, and their right to issue a Subject Access Request to Wisser to ascertain what data had been collected and/or processed (see: previous section, Wisser Review & Data Breach)



## April 2022 - present day: BrewDog “Newsjacking” & Smear Campaign

BD frequently seemingly engages in “newsjacking”. Throughout our investigation, we have called this “Boris bussing”, “deadcatting”, or “social washing”. The term “newsjacking” comes from a BrewDog representative’s LinkedIn page.

JW has also spoken about [BrewDog paying for content placement](#):

“PR has also been imperative to our success and we’ve consistently worked to make beer worth talking about. Creating something worth writing about is a million times more impactful than paying for a single page of advertising. Where we have invested in paid placements, we’ve been careful to ensure the content is still worth talking about.”

Newsjacking for corporate purposes, and for creating interest in the genuine activities of an enterprise is a strategy that is not inherently unethical. For enterprises of a certain size, it is likely necessary in 2023. Newsjacking in order to drown out reasonable criticism or to smear and target individuals is unethical, harmful and in BDs case: retaliation.

This section will first explore how BD may use newsjacking to misdirect the public interest and purify search engine results, and then details how BD & JW used newsjacking for a smear campaign against H&H/Kate Bailey.

### BD & Newsjacking: Brand Misdirection 2022

These are two examples which suggest a pattern of how BD may assess news stories as threats, reacting with a counter campaign to dilute news results and social media conversation/results. It is frequently commented on, on social media. We have identified the following pattern:

1. BD becomes aware of a news story they feel threatens their brand narrative or JW.
2. BD will make a sudden announcement, about a new initiative or event or a new insight into JW. The announcement will usually correlate with keywords the news story is likely to feature.
3. A network of paid editorial sites (i.e.; Daily Business Group, Proactive Investors) will publish the piece, as will media outlets from Associated Newspapers, and outlets associated with ReachPLC, Jacobs Media Group and William Reed.
4. Search results and social media search results are clearly impacted, in favour of BrewDog.

### Example: Blueprint

The announcement of the [BrewDog Blueprint](#)<sup>[63]</sup> in early May came days before two articles were published, [reporting on a legal dispute regarding payments made by BrewDog’s CEO to a former romantic partner of his](#)<sup>[64]</sup>, whom he paid to gather information on former employees.

In response, but prior to publication of these articles, BrewDog announced the BrewDog Blueprint, an employee incentive program, which includes a 50/50 profit share model with bar staff and a ‘Hop Stock’ program for salaried employees. In order to establish the ‘Hop Stock’ program, BrewDog’s CEO announced that he would be giving away approximately 20% of his own shares. While difficult to ascertain, it is likely the keywords of focus could be: “brewdog”, “boss”, “staff” “pays” and “employees”. Versions of BrewDog’s press release appear across the usual network: ReachPLC, William Reed & Associated Newspapers, yielding 50+ unique results.

### Example: World Cup/Qatar

In early November 2022, BD were approached about imminent reporting regarding the hacking of a former BrewDog employee, who had previously been critical of the company. On 5 November 2022, The Bureau of Investigative Journalism and The Times reported on the [commissioning of hackers for hire](#).

Two days after these articles were published, BrewDog announced itself as the anti-sponsor of the FIFA 2022 World Cup, in a campaign against Qatar's human rights violations. BrewDog however maintained that they would continue to air the games at their bars. It was later revealed that BrewDog had sold beer to Qatar through a third party distributor. While difficult to ascertain, it appears the story aligns with some of the language in the articles, but also could have been pre-planned around World Cup timings. However, versions of BrewDogs press release appear across the usual network: ReachPLC, William Reed & Associated Newspapers, yielding 50+ unique results and the pattern is recognisable. Further, the campaign itself provoked widespread criticism from social media about the use of the human rights abuses in Qatar as a marketing campaign, and commenting on the hypocrisy of BD & JW commenting on workers rights and human rights abuses while failing to address their own.

### **BD & Smear Campaign:**

A smear campaign is an organised effort to spread damaging information and negative public sentiment about a particular individual or group. This is typically done through the use of inflammatory language, selective facts, and false information. Smear campaigns are often used to discredit an individual or group in order to gain political, financial, or other gain.

Kate Bailey, owner of Hand & Heart GmbH, alleges BD used existing paid editorial networks, connections to and the network of Associated Newspapers to spread disinformation about Bailey, Hand & Heart, The BrewDog Affected Workers Platform and, by proxy, the Participants of the platform.

H&H notified BD on 30.03.2022 that they were pausing engagement with BD indefinitely due to questions around the authenticity of BD's engagement and failure to address the implications of a BD representative's exercise of their personal rights. In response to this, on 01.04.2022 at 13:01 CET KB receives a letter from BD Chairman Allan Leighton (dated 31.03.2022) stating BD's decision "not to work

with H&H" and accusing H&H of requesting payment for £100,000, and accusing H&H's actions of "being tantamount to extortion." At 13:24 CET, 23 minutes later Leighton's letter is circulated to BD staff, and at 13:44 CET, 43 minutes later KB is contacted by a Mail on Sunday journalist seeking comment regarding BD's "decision not to work with H&H."

A version of the article is published on 02.04.2022 on The Daily Mail and This is Money websites. On 03.04.2022 the article is run in print in the Mail on Sunday and published on Mail Online. The article is critical of H&H and Bailey, publishing Leighton's accusations and mischaracterises the interactions between H&H and BD. The article is not adequately fact checked even though the journalist had been directed to all relevant materials by KB. The article is then syndicated across Associated Newspapers mastheads such as The Times and CityAM. The versions of the article are published online on paid editorial sites such as Daily Business Group and Proactive Investors. KB is not notified of these publications, contrary to normal media protocol. The article also appears on other UK domains such as Business Telegraph and BizCrest, citing Daily Mail as the source. The article is syndicated on sites like CB Insights. An additional 70+ websites republish versions of the article which are hosted by NameCheap, headquartered in the Nordic region.

On 19.04.2022 KB contacts Mail on Sunday journalist requesting correction and clarification of the article, providing for the second time, evidence which refutes Leighton's allegations. The journalist does not respond. On 22.04.2022 KB follows up contact with the Mail on Sunday journalist. KB receives a response instead from the managing editor, informing KB they have made a currency amendment to the article, and the online article on Mail on Sunday has been updated to reflect the amendment. The online Mail on Sunday article was not amended. The article was amended in This is Money and The Daily Mail, which also had included additional paragraphs from Leighton's letter. KB had not been notified about these amendments or offered a right

of reply to these amendments. The managing editor did not respond to KB's subsequent emails.

|  |   |
|--|---|
| <b>Paragraph Updated 09.02.23:</b>   | The timeline of events on 01.04 strongly suggests that Leighton's letter had been shared with the Mail on Sunday journalist prior to sending it to KB. It is also worth noting that the Mail on Sunday is a publication owned by Associated Newspapers. The investigators hired by JW have also featured in notable articles published by the Associated Newspaper journalist. The paid editorial sites which published versions of the article also had no existing licensing agreement with Associated Newspapers. Under normal media protocols, this would imply that the content would have been submitted to them directly by a BD representative in the form of a pre-written editorial or press release. The owner of Daily Business Group has publicly spoken of a longstanding relationship with BD founders. A number of NewsCorp mastheads have also published positive BD/JW stories. These mastheads are owned by Rupert Murdoch. Leighton and Murdoch have an established and long standing relationship. |
| <b>Original publication 08.02.23 stated Rupert Murdoch owned Associated Newspapers. Rupert Murdoch does not own Associated Newspapers.</b> |   |

BD have historically demonstrated a willingness to pay for content to be published, using companies such as ReachPLC and William Reed to distribute brand activities and associated stories. JW has also publicly confirmed he/BD have engaged online reputation managers. JW/BD hired REXXFIELD for investigative services, however the company's services do include digital reputation management and other syndication services. 70+ websites, hosted by the same entity, NameCheap, republished versions of the article. Previous reports from Associated Newspapers about BrewDog were not syndicated on these websites. It cannot be verified if BD paid for the syndication linked to the sites hosted by NameCheap, however REXXFIELD has claimed links to the Nordic region.

Versions of the article have been removed by some paid editorials following complaints about falsehoods contained in the reporting. The Mail on Sunday article remains online and unedited versions of the original article remain available on syndicated websites. The matter has been submitted to the relevant regulatory body.





## October 2022: “Landmark Case”

JW has [publicly claimed](#) <sup>(67)</sup> a criminal conspiracy led by former employees intending to ruin his reputation and damage his company. He has publicly stated that false allegations and conspiracies against him are “all very likely to end up in court.” However, the only cases initiated by JW, in the public record, are a civil case in Scotland and a private criminal prosecution in England. Both cases are against a former romantic partner, who has never been employed by BrewDog and who Watt paid £100,000 in Bitcoin to gather information on former staff.

On 26 September 2022 the [Scottish Sun](#) <sup>(68)</sup> reported the civil case in Scotland against W’s former romantic partner was concluded. Watt [posted on LinkedIn](#) <sup>(69)</sup> and other social media on 26 September 2022 that he had been “[vindicated](#)” <sup>(70)</sup> by the courts and referred to it as a landmark case. “Earlier this month, the Court of Session in Edinburgh ruled that Ms. Ziem, a woman I was briefly in a relationship with, committed a serious fraud against me involving lies & malicious communications and ordered that she repay £600,000 that she fraudulently obtained from me (this includes expenses). If I ever see a penny [sic] the money again, I intend to give it all to charity,” Watt wrote on LinkedIn. According to Good Beer Hunting’s reporting, “Ziem ceased to be represented by lawyers in the Scottish case as of July. The court then ruled in early September in favour of Watt, the plaintiff, seeing no defence from Ziem. In an email to GBH, Stuart Ritchie, head of media and judicial communications for the Scottish Courts and Tribunals Service, wrote that Ziem’s legal representation “withdrew from acting and no new agents came in for the defender,” effectively ending her defence. Ziem says she dismissed her counsel in July because she claims a hearing in the case was cancelled by the court. She says she then assumed the case was delayed and that she could hire another lawyer in the future if needed. She says she received no communication from the court since July, and that she learned of the resolution

to the case when a Scottish Sun journalist contacted her in September. Moreover, according to Court representatives, because there was no “substantive hearing in the case”, there are no publicly available court documents relating to the conclusion of the case. In our correspondence with the Court representative, they stated that the case conclusion was “administrative” and referred to the decision as a “disposal.”

Ziem disputes the facts of the Scottish case, and maintains that she was not aware of ongoing legal proceedings against her. In a statement to published [6 May 2022, Good Beer Hunting](#) <sup>(71)</sup> she wrote: “It is important to understand that this case is linked to ongoing, live proceedings in England and, although I of course vehemently deny the allegations and very much want to give my account, I have taken legal advice and it would not be appropriate for me to comment further at this time.”



## November 2022: Reporting a Former Worker Was Hacked

1. During August 2022, H&H initiated contact with a former BD employee, Ben Duckworth (“Duckworth”).
2. Duckworth worked for BrewDog from 2015-2016. Duckworth’s departure was related to a dispute around unsafe working conditions which Duckworth had reported to both BD internal teams and directly to JW in January 2016. The required improvements were never made. Duckworth also had reported that instructions to cut his staff’s hours at short notice were distressing his staff, due to the financial impact.
3. After leaving BD, Duckworth has remained a vocal critic of BD and JW on social media. Duckworth alleges a BrewDog staff member was reprimanded for interacting with a Duckworth social media post. It is alleged a memo was sent to staff in 2017-2018 stating that BrewDog staff were not to interact with Duckworth on social media.
4. In May 2022, Duckworth was informed by The Sunday Times (“ST”) journalist George Arbuthnott (“GA”) that he had been hacked. Below is what GA communicated to Duckworth:



5. H&H recognised similarities with other reported experiences, and asked Duckworth for cooperation in bringing his case into the ongoing investigation. Duckworth consented.
6. On 11 November 2022, [ST](#)<sup>(72)</sup> and [The Bureau of Investigative Journalism](#) published their reporting into a [hacking syndicate](#),<sup>(73)</sup> featuring Duckworth’s story. The article revealed that Duckworth was hacked and that access to Duckworth’s email had been given to “the client”.

In 2020, he was commissioned to hack Ben Duckworth, a former manager at the Scottish craft beer company Brewdog, who had been publicly critical of the company. After leaving Brewdog, Duckworth had set up his own brewery called Affinity Beers, in Brixton, south London.

Rathore posed as a brewer wishing to buy into Affinity and sent Duckworth an email. “I targeted him [saying], ‘I’m an Italian businessman, I want to invest in your company and I want to get a 40 per cent stake,’” he said.

Duckworth clicked on the phishing email, which gave Rathore the password to his account. “After I got access to his email, I just transferred the credentials to the client and whatever they want to do, they do,” Rathore recalled.

When The Sunday Times and the Bureau informed Duckworth of Rathore’s claims, the brewer said he was unaware he had been hacked. Rathore does not know who the ultimate client was because he dealt only with the private investigator, whom he declined to name. Brewdog denies any involvement in the hacking and there is no evidence the company was behind the attack.

7. After publication, Duckworth attempted to have JW/BD address the reporting, directly asking JW/BD on social media and the EFP Forum if it was BD/JW who hacked him. Duckworth was blocked on social media by JW, and blocked on the BrewDog EFP Forum. The thread Duckworth created was deleted, leading other EFP forum users to inquire as to why the thread was deleted.
8. In 2022, JW made multiple direct and indirect references to a former worker and PwP founder being subject to legal proceedings for blackmail (see: Section 2 & 3).
9. H&H located a post (see below) by an EFP forum user which referred to alleged blackmail and referenced a Twitter account Duckworth used. The EFP user claims to have interacted with the person, and can allegedly prove that the person is “liar, defamer and possibly even a blackmailer”. The same EFP user has stated that they had interacted with another person involved in the same alleged plot (see: Julia Doe).




individual, I'm restraining myself, rather than being cautious.

I've named no one, and do not have proof of who the alleged person behind DivisionBar is.

What I do have are emails from a certain individual that proves that they are a liar, a defamer, and possibly even a blackmailer.

Basically, an all round shit of a person, who would stop at nothing to get their way.

If such a person gets attacked on Twitter in the same manner, they are most certainly reaping what they have sown.

15   

10. Speaking to the Financial Times published on 19 November 2022, JW responded to the allegations:

Some former staff accused Watt of hiring private investigators to “intimidate” critics. He pushes back: “That’s completely not the case. We’ve used private investigators to uncover a criminal conspiracy and to put evidence together.” Responding to a Sunday Times report that a former BrewDog worker was targeted by hackers, Watt says there was “no hacking” involved.

11. On 19 December 2022, Duckworth submitted a SAR requesting to have the data to assist in criminal inquiry. On 19 January 2023, Times Media Limited (“TML”) denied Duckworth access to his data citing “journalism” and “public interest” exemptions.

On 26 January 2023, H&H responded on behalf of Duckworth, citing inadequacies in the SAR response and obligations regarding data which contains information relating to the detection, prevention and apprehension of offenders related to criminal acts.

The matter with TML has not been concluded.

12. H&H spoke to a number of individuals known to actively communicate or have communicated with JW, enquiring if JW had ever discussed former employees being involved in a criminal conspiracy. H&H was unable to verify any information provided. In January 2023, Bailey reached out to Emili Ziem (see: Landmark Case) to enquire if JW had ever discussed former employees being involved in a criminal conspiracy. Ziem responded in writing, and with consent, we share the following responses to our questions:

**In your interactions with James, did he ever discuss any former employees attempting to blackmail him?**

**If yes, when? And could you please briefly describe the interaction/s and how it happened (for example, text or phone call etc).**

Yes, on the 16th of June 2021 James told me via WhatsApp that he had two blackmail attempts earlier that week. On the 17th of June he specified, again via WhatsApp messaging, that these attempts were done via email - which he described as "very silly". We also spoke about this on the phone in other occasions, but I cannot recall the exact dates or what was said. But I remember him fluctuating between saying "employees" and "employee" as well as evading specific questions - I moved on from this topic.

**Did he name anyone he identified as a former worker, in relation to a "criminal plot"?**

Yes - he told me via text on the 11 June 2021, when I asked who was responsible for "his dealings" becoming public and he said that REDACTED, a former employee and a close friend who he spent a year studying for master cicerone exam together, was behind this. Later on, I do not remember at what occasion if it was in person or via phone, he told me it was REDACTED who was behind this organised campaign against him.

**Have you ever had contact with Ben Duckworth?**

No.

13. WhatsApp Chat: during the course of 2022, H&H saw multiple references online to a "WhatsApp chat". In August 2022, H&H had the following interaction on Twitter:



H&H recognised the individuals alluded to in the Tweet, including Duckworth and Julia Doe. H&H located the chat, and received transcript exports of the chat. All members of the chat have confirmed that they did not screenshot or send transcripts of the conversation to any third party. As it has been independently established that Duckworth has been a victim of a cybercrime, the possibility that the WhatsApp chat was accessed by third parties through Duckworth's compromised device/digital accounts or another participant's compromised device/digital accounts, is of great concern. It is worthy to note that all participants of the chat in question, with the exception of one, have been subjected to doxxing, harassment and intimidation.

The matter was referred to Police in the United Kingdom, after being reported to and assessed by the National Fraud Intelligence Bureau.

## June 2021 until Present: Julia Doe (“JD”)

During the course of H&H’s investigation into former workers’ reports of retaliation and unwanted contact from BrewDog and JW, we were made aware of Julia Doe (“JD”). While JD was not a former worker, JD reported experiences that correlated and corroborated the experiences of former workers. Recognising a need to comprehend the events and any correlations with the experiences of former workers or BrewDog related activity, JD provided H&H total legal authorisation to investigate, including providing access to their devices and digital platforms and the authority to discuss the case with H&H legal counsel/s.

We want to explicitly note that JD is not the person JW privately prosecuted for fraud (see: “Landmark Case”), nor is any former worker. JD has never been questioned by police, or informed in any way by JW and/or JW legal counsel, of specifically what she has been accused of or why she was harassed. There is no evidence to support any accusations or notions of impropriety made towards JD by JW, his legal counsel, EFP forum users, or BrewDog PLC.

For this reason, and with consent, we include the experiences of JD.

1. JD is a former personal acquaintance of JW. JW initiated a romantic relationship with JD after asking for her email address to arrange a time to meet, after JW messaged JD on Instagram to compliment her posts. JW and JD communicated mostly via email (JD reported they did not have each other’s phone numbers) with JW sending quizzes and updates about the business and both sharing information about their lives.

2. JD and JW met a total of five times in person from 2017 to 2018. On four of those occasions, consensual sexual activity occurred. In November 2018, JW emailed JD to state “we should probably not hang out more for now” to which JD replied: “Yo! “Thanks for emailing. Totally respect that.”

JW initiated contact again throughout 2020. JD met JW for the last time in person on 28 November 2020.

3. On 29 May 2021, JW messaged JD on Instagram saying they needed to talk and requested a call. JD responded to say that she was not able to take a call, noting that there was “not a huge amount to be said” and that JW did not owe her anything, and JD reports experiencing confusion as to why JW was contacting her.

4. On 9 June 2021, JW communicated via Instagram message that he had the “details of the meetings, the plans, the fake insta accounts, the messages and many more details too”. JD was not made aware of any further information and reports confusion about what JW was talking about. JD responded that if JW wanted to talk then she would ask someone she was with to sit in on any call because JW’s messages were making her uncomfortable. JW replied to say that if JD was not prepared to have a sensible conversation, then there would be no point in talking and reiterated that he has extensive evidence of what he accuses JD of doing. JD closed the conversation by confirming she was happy for communication to end. JD then blocked JW on Instagram.





I have extensive evidence from multiple sources of what you and others have been doing including multiple screenshots and many messages. I was surprised to see you actually refer to them as 'troll accounts' by the way.

I have taken legal advice on this matter and it is clearly a criminal matter involving both harassment and malicious falsehood.

Before I have to consider taking this to the police I thought I would try and connect one more time and find a sensible solution here.

James

5. On 9 June 2021, JD received an email similar to the aforementioned Instagram message. Replying, JD states she does not know what is going on and is not involved, and on advice from her lawyers, JD offers her availability and phone number. JW does not reply or call JD. JD emails that she is disappointed with JW's lack of response and had assumed that his silence meant JW "accepted and respected that [JD] was not involved". On 10 June 2021, JD filed the first of many police reports. On the advice of the police, JD blocked JW's email address.

6. From 9 June 2021, JD noticed a number of login attempts to her Instagram. She began receiving a number of cold calls to her mobile phone and work number. She also received a number of emails to her personal email: several from people purporting to be from industries linked to but not directly related to her former work, looking for JD's assistance; an email informing of her of a high school reunion (which no one else from her school that she still speaks to had received); and one appearing to be from a former contact from her previous job (the contact has confirmed they did not contact JD). JD's experiences correlate with other individual reports of incidents relating to attempted access to email, social media or devices.

7. On 12 August 2021, a BrewDog EFP forum user interacted with JD on the forum, implying JD had privately messaged them on the forum, and alluded to a "several month long campaign against a person".

All I can say is that it happened.

A high profile beer geek, former ex of James, and EFP investor, led me up the garden path with lies and deceit.

I fell for it hook, line and sinker, and was working with several high profile and large volume investors to remove James as CEO. We had several ways of doing this, not only through the Board itself.

Then I saw a message she sent to [REDACTED] [REDACTED] followed James online, using a photo of herself from her 20s, and within 48 hours was receiving the communications I was told she would, from a certain group of people.

I had been told of the rumours about underhand tactics by her and others were also lies put about to discredit their legitimate attacks on James.

But I wanted to believe them, as many people do, which is why we are so gullible. But I saw it with my own eyes.

They all pulled out of the idea when several of them saw the same evidence I did.

I shared my own additional evidence, that backed up what we had previously been told.

They like me, saw evidence of foul play on both sides.

I for one, have kept it all.

You never know when you might need it.

Our collective view was that we were best out of the issue.

My view is that the company's efforts so far have not been good enough.

But I also believe that nothing will ever satisfy the other side either.

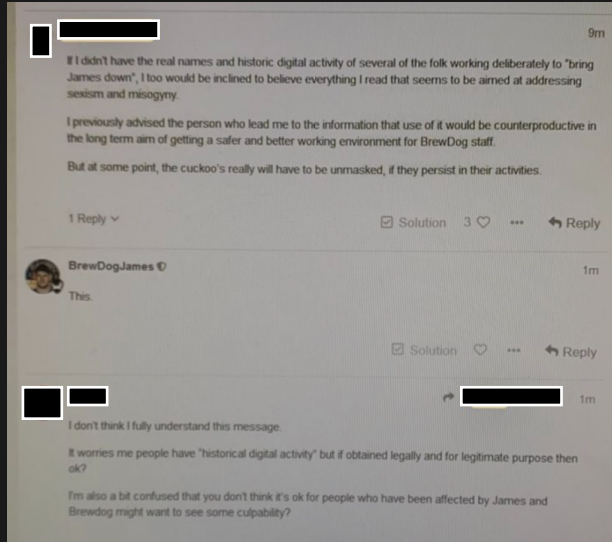
Very powerful people are rarely removed by their enemies.

It takes their friends to turn on them, to get them out.

Julius Caesar and Maggie Thatcher spring to mind.

The current tactics, the online abuse, joining with or not distancing yourselves from the BrewDog haters, are not winning over any of the people who actually have the power to remove him.

Subsequent investigation revealed numerous posts on the online forum and social media indirectly referencing JD (i.e. the ex-mistress, former ex, ex, ex-girlfriend, con woman and similar). Indirect references to JD also appear in newspaper reporting, exacerbating JD's concerns about JW's accusations.



8. Over the course of August and September 2021, JD continued to experience numerous and sustained login attempts to her Instagram and concerns for her personal safety. All instances were reported to police.

9. On 1 January 2022, JD emailed JW to express her frustration, confusion and disappointment at being involved in a situation she had no knowledge of, against her will, and JW's failure to respond or clarify. She closed the email by asking him not to reply or acknowledge the email unless it was an apology. JW did not reply.

10. On 20 January 2022, four days before the BBC documentary aired, JD received two emails from JW regarding legal proceedings against another person and which further accused JD of being a part of a group which sought to "bring James down". JW advised that court papers have been lodged and stated he would pay for the legal costs for JD to speak to JW's lawyers. JD did not reply and reported these emails to the police.

11. In March 2022, JD was blocked from the Brewdog EFP forum. She was told that this

was on the advice of lawyers.

12. In April 2022, JD received an email from JW's lawyer relating to the aforementioned case. The communication made accusations against JD, including accusations that JD was part of a group of women who were attempting to "bring down" JW. JW's lawyer advised that JD would be required to cite as a witness to criminal and civil cases JW was pursuing. JD was asked to verify a screenshot of a WhatsApp conversation between JD and another person. While not noted at the time of response, JD reports the screenshot or the WhatsApp messages had been edited or amended as they did not reflect the conversation as it appeared in JD's WhatsApp. JD continued to respond to the lawyer's emails and answered any questions raised. JD made it clear to JW's lawyer that she was not involved in and had no knowledge of what she was being accused of. She stated that she would rather not be a part of JW's investigation but would comply with any legal mandate. JW's lawyer acknowledged this and the emails temporarily stopped. This correspondence was the first clarification or indication JD received about what JW had been accusing her of for 12 months.

13. In 2021, H&H had become aware of JD, but were not aware of the "connection" of JD's experiences to those of former workers. In August 2022, H&H began investigating JD's concerns of harassment, after the case was linked to former workers on the BAWP. JD became increasingly concerned that she had potentially been hacked, reporting a number of incidents to H&H. Digital evidence was reviewed by the H&H team, and the evidence strongly indicates that the hacking/attempted hacks are linked to a case that came to light, also in August 2022. H&H's investigations also reveal a WhatsApp conversation JD participated in was potentially "leaked" to third parties.

14. In September 2022, a number of news outlets reported on the case JW had initiated against Emili Ziem (see: Landmark Case). JD was not directly named in the reporting, however clear references were made by Associated Newspapers reporting. JD noted

the reporting had reflected what JW's lawyer had shared with her, and had asked her to confirm the veracity of. JD emailed JW's lawyer to raise these concerns and to confirm that what was being shared was "completely untrue". JD stated to JW's lawyer that she was concerned that information which was known to be incorrect was being used in "the case". JW's lawyer responded with "no statements formed any averments which were known to be wrong". Correspondence continued and JW's lawyer suggested a meeting to allow for the issues JD had raised to be explored and shared. JD responded considering the offer, however it would not be to defend herself against JW's accusations; it would have been to seek apology, acknowledgement and remedy from JW. JD did not receive a response to this or to a later email she sent on November 01 2022 asking JW's lawyer if she had been the subject of any investigation (digital or otherwise) by JW or any one hired by JW after an incident where she became concerned about her safety. During the end of January 2023, and beginning February 2023, JD directly emailed JW and JW's counsel to once again seek any response or clarity regarding the accusations and what JD has been involved in. At the time of publication, JD has not received a reply.

The results of our investigation were submitted to the NFIB, and the matter was referred to the police.



## Conclusion

In 2023, BD & JW remain publicly adamant that they have changed. After continued media pressure, BD & JW apologised in mid 2021, but by October 2021 JW was quoted in [The Telegraph](#):

*“Look, we should have been clearer about the high performance culture. The problem we’ve had is a lot of people joined, and they wanted the excitement and the dynamism, the opportunities that come with a high growth company, but at the same time they wanted the steady state, perks and benefits that come from a mature company. You don’t get both.”*

Throughout 2022, BD has reiterated that issues with the company and JW’s conduct are historical, and that they had learned and changed. Following our findings, this is difficult for many to accept. To recap, this section has detailed the following events, all of which occurred from 2022 onwards:

- Reporting details former workers’ experiences of retaliation and intimidation
- JW/BD admitted to hiring private investigators, defended the use of them as necessary, and claimed to have uncovered evidence of criminal conspiracy involving former workers. BD were offered cooperation and H&H/ former workers sought mediation with BD/JW. BD/JW have never responded to the outreach.
- BD and H&H briefly engage regarding the platform, H&H are forced to end engagement after a BD representative attempts to access platform data.

- JW, BD, PI’s and Wiser have continued to publicly accuse former workers of criminal conduct and assert criminal proceedings are underway.
- Documentation and testimony indicate flaws in the Wiser review, Wiser gave opinions that conflicted with their public report, and at least one former worker had their anonymity breached first by Wiser, then by BrewDog, and the information was false. Wiser/BD have never responded to outreach on the matter.
- BD Chair Allan Leighton distributed a defamatory and malicious letter about H&H and Bailey to staff, EfP forum and media. Bailey is subjected to abuse after a Mail on Sunday article is published.
- BD continues to engage in newsjacking to strategically respond to or bulldoze “controversy”.
- JW goes public with a “landmark case” outcome, but the Court’s own communication contradicts JW’s characterisation of the case. JW announces a book and documentary about a “criminal shakedown”.
- Reporting indicates a former worker was hacked by BD; BD refuses to engage or clarify with the victim.
- From June 2021, a woman has been harassed and intimidated by JW and his counsel and until today, she has no clarity as to why. As of publication, February 2023, JW and counsel refuse to engage.

Between the claims of BD & JW, and the events documented above, the appropriate questions to conclude this section of the report:

**1**

**Is this what “changed” looks like?**

**2**

**Are these the actions of a company who genuinely holds remorse for the experiences of workers?**

**3**

**Are these actions the product of a reformed harmful, hostile culture?**

**4**

**Is this how a rehabilitated bully behaves?**

**5**

**Is this how “the best employer in hospitality” conducts their corporate governance?**