

Episode 0-CompleteWMusic

Fri, 7/22 10:33AM 37:48

SUMMARY KEYWORDS

people, craft beer, meltdown, workplace, super, craft beer industry, stories, culture, company, beer, breweries, punk, podcast, called, diversity, business, talking, cultural context, corporate, months



00:00

This is a sequential podcast. Make sure you listen to all episodes in order as we have to follow a strict timeline to be able to tell this story. Thank you than snow



00:25

you were listening to super punk corporate meltdown, a podcast about workers rights, institutional betrayal and corporate retaliation. In the podcast we analyze a recent case study straight out of the news, a vicious and unnecessary war imposed by an embattled beer company. I'm Kate Bailey. I'm a workplace consultant and workplace investigator



00:45

and I'm fanning one though the hospitality industry workers advocate



00:49

and this is super punk corporate meltdown. This is episode Zurich culture and context, it's a play on cultural context. Aren't we clever? And what is cultural context? Cultural Context is related to a society like the one we live in where individuals are raised. And it takes into account how the culture affects behavior. It incorporates values that are learned and attitudes that are shared among groups of people. It incorporates beliefs, meanings, customs, ideas, language and norms. And why are we kicking off super punk corporate meltdown with cultural context? Well, that's because in order to complete the goal of creating this podcast, which is to educate people about what a super punk corporate meltdown looks like, and what the machinery of a super punk corporate machine looks like, we're going to need to give you an example of an industry and of a company. And in this episode, we are going to provide this context and get you prepped, braced and ready for a wild ride, as well as speaking to an workplace expert from the craft beer industry. Spoiler alert, this is about craft beer. One quick thing before we dive into all of that, you know what matters as much as context the application of language, super punk, corporate meltdown, let's break it down. Super refers to the extremity of the situations that we're going to be discussing in this podcast. Punk corporate goes together and it's a play on corporate punk, which is a common insult that comments on corporate

businesses attempting to cash in on the punk movement, but either horribly failing or only being able to appeal to those who don't understand punk meltdown. Well, that refers to the object hysteria and vitriol with which embattled companies, leaders and enablers and in the social media world, the brand evangelists groomed over years by the companies react to stories of workplace abuse. They must be liars. They must be jealous. They must be worked feminists reverberating Kancil culture rhetoric, and they are posesses, who can't hustle and just want to make a name for themselves. You've seen it before. Jordan Peterson, famed misogynist, and loves to daddy recently posted his own meltdown after dead naming a trans actor on Twitter. And I mean, you want to know what a meltdown sounds like anyone

 03:19

up yours woke moralists. We'll see who cancels who. And I'm not taking down that tweet or acknowledging that my tweet violated the Twitter rules. Twitter's a rat hole in the final analysis.

 03:33

God, he just so beautifully captures the essence of a multi day an insult a political weaponization pigheaded defiance and attacking the accountability mechanism, baby as a meltdown, here's the difficult part of interacting with companies and leaders when they're having their super punk corporate meltdown. And that is the meltdown itself is presented as speeches and rhetoric, snarky advertising campaigns, press releases, image rehab interviews, and performative virtue signaling, then, usually what happens? The public responds to this by mocking the person in question, and then they turn around and claim that they're being victimized and bullied, despite the chain of causation literally being things they've said and done, and people reacting. So that's what we mean by Super punk corporate meltdown. And we do say it's a podcast about workers rights, a failure of leadership, and corporate retaliation. These topics which provide a framework to analyze a super punk corporate meltdown is at the forefront of the cultural zeitgeist. Me too, was in part, a workplace revolution, the pandemic shifted industries and attitudes towards work in a way that we haven't seen since the golden age of gilded zoos. Oh, I'm sorry, I meant the rise of startup hustle culture. And in 2022, everyone is talking about the great resignation, non stop. For years my work has centered around raising the alarm to this brewing crisis. And as any woman who talks about a topic If the people don't want to face nose, I've been abused. I've been called hysterical and an alarmist for doing so. Well, this month, the deniers got a little shock when the chief executive officer of the cultural zeitgeist, Beyonce, dropped a song capturing the compounded frustrations of a global workforce. This song to my surprise prompted a wave of talking heads and business publications nerding the songs commentary of this cultural moment listen to this

 05:27

song is called break my soul and it definitely has people talking but not for the reasons you might think so take one more listen first.

 05:37

Got to Okay so after listening to those lyrics people in social media inke that this new single

Get to Okay, so after listening to those lyrics, people in social media joke that this new single could be responsible for people quitting their jobs. Another wrote very excited for the people who are going to cite Beyonce lyrics. What do you think?

 06:07

I think not only have people already started to do that, but you know, they're saying that they're kind of teeing this up jokingly did like say, Beyonce is gonna make people quit their jobs. But I think this has been coming for the last 3040 years. And I think the people that are fans of Beyonce now, watch their parents get worked to death and have very little to show for it. Wages are stagnant. And I think a lot of people like maybe instead of just being treated like a dog at work every day for 25 years, maybe I'll drive Uber a third of the time, I allow sell cupcakes, you know, on the house, and I one of the things and maybe make three side hustles your job. So every day when you go to work, somebody's not calling you a dummy, because that's what that's what's happening at work. And I think people are tired of being abused.

 06:51

I think anyone listening to this has heard someone say something similar in the last week, day, hour, about their workplace, about someone else's workplace, or about the situation in general. And I don't want to be smug here that Beyonce has made this song. But so with the topic clear, why make a podcast about it? Well, last year, I made a podcast called super cool toxic workplace, which featured stories from another workplace in the craft beer industry. Finally, one Dell Hey, funny, okay, was the source in that podcast and she was at the center of the outpouring of stories of workplace abuse from the craft beer industry, specifically in Denmark.

 07:30

That's right. And that's what people can hear about in super cool toxic workplaces as well as the start of the outpouring of stories from craft about workplace harassment and abuse.

 07:39

The Super punk corporate meltdown, I asked Fanny to formally come on board with hand and heart as a producer for this podcast. That's because this year, my business has been representing a platform of individuals who have spoken out against a beer company called BrewDog. Funny, and her Instagram have also been living through the last six to seven months of the stories that super punk corporate meltdown follows. For me as a stakeholder in the situation with distinct professional and personal values. The decision to blur the lines of workplace investigate a workplace consultant and Podcast Producer to create a body of work that details and documents this example. And these stories is genuinely the only way I believe that a stand can take place. Because if these companies want to repeatedly serve out 10 meter high walls of bullshit, we're going to come back and we're going to serve you up a 12 meter wall of truth. If we can't out resource you, we can at least outlast the lies because truth never changes no matter how much you piss on our legs and tell us it's raining. And the story you'll hear in this podcast, you'll hear descriptions of an absurd circus, driven by a heavily resourced


machine of bad intentions, and the money to do something about them. A game fought like a war imposed on people who wanted to take a stand for the values of dignity and accountability in the workplace. Funny producer, why did you want to make super punk corporate meltdown?

 09:00

For a number of reasons I would say for one, of course, this is something that's super interesting. For me, it's something that I'm really passionate about. It's been over a year now of me regularly posting information that I find via multiple social media platforms. So I'm super keen to have as much comprehensive and organized media covering this topic out there. It's also a lot easier for people to navigate. And something that's verified and back checked is always fantastic. The list of complaints regarding BrewDog is broad, and the scope continues to widen so to have something to build off of seems really optimal for covering the story.

 09:42

When it comes to cultural context and craft beer, there is no better expert than Ron Navarro

 09:48

with nearly a decade of experience in the alcohol industry, a passion for encouraging personal and professional growth. Ron Navarro is the founder of beer diversity. Ron has become a known name at breweries, wineries. Use distilleries and beyond. She has given talks on Diversity and Inclusion at several colleges and countless festivals, panels, radio shows and podcasts throughout North America. In addition to being a diversity educator, in addition to being a diversity educator, she is a craft beer consultant for bars and restaurants in Ontario, and an educator for countless businesses throughout Canada. We wanted to speak to Ron because the story we tell begins in the craft beer industry.

 10:25

Ron, could you tell us briefly about your history in craft beer and the creation of your business? Yeah, definitely.

 10:31

I've been in beer for about 10 years. And when I started, I started in retail. And I should, I should probably back up and say that I got into beer late. Most people have this this great origin story where they start where they're like 19, or 21. And, you know, beer is the place that everyone gets to. Being a black woman, I didn't know that I could be in craft beer, I didn't know I could be in beer. So after 20 years of corporate, I got into the industry when I was in my 30s. And I'm not talking early 30s, like mid 30s, getting into it. And finally learning that this was a thing that I could do. And so I was really fascinated by it. And I was, you know, still based in in Toronto, Ontario at that point, and was gonna go back to school to work on my masters. And, you know, Granny is old, and bathrooms are expensive. So I needed a job. And that was my

first foray into beer. And so I did a year of retail, and learned a lot and had a really great time. And then got into sales, because I think, you know, it was, like, retail grade and all of these things, but I wanted, I wanted to interact with people and kind of do a bit more. And so worked for a number of different breweries over a period of six years. And every single time people were like, How's it feel to be a black woman in beer? I was like, oh, no, no, I thought about it. And I mean, you both know this, if someone asks you that, like, how does it feel to be? It's because you're the only one. And so I realized, like, Oh, I'm, I'm the only one doing this. Cool. And that's when it started the question of, well, why am I the only one because when I go drinking, I'm surrounded by my friends who have all these different backgrounds, and, you know, like, all, you know, when we talk about diverse, like, I'm talking to diverse, like age ranges, and you know, disabled friends, and those, you know, like, visible invisible disabilities and all of these things, but I didn't see it in the work I was doing. And so I kind of started asking questions, and, and publicly asking questions about it, and not in a way of this sucks. It was just kind of the like, why not? Why? Why am I why am I the one and why am I the unicorn? And I had an opportunity to do a talk about being a black woman in beer and kind of the diversity question. And I created the company around that. So again, it wasn't like I sat down and was like, I'm going to create this company to talk about diversity. It was a mad scramble. Conversation with a company and they were just like, so who are you? And what are you about? And I pretty much within a day was like, This is my company name. It's beer diversity, which upon reflection, it probably should have been something different. But here we are, it's too late. And, and you know, put together a website quickly. And I have a friend who's a professional photographer, and I have a friend who's a designer who created the the logo. So things came together. When I say came together quickly, I think I had a company within 72 hours. And oh, yeah, and but thought of this as a side project. Beard diversity was supposed to last about six months. And it was all talks for the public. And it was very, like you as a consumer, here are things you can ask. And here are things that you're not seeing behind the curtain. And, and toward the end of the six months. And this is in 2018 breweries started asking, Hey, can you come and talk to us because you have the experience, you know, what goes on in the background. And I, you know, went from I think that this is going to be every couple of months I do something to it became full time within that six month period. And it's just, it's so weird to say it out loud. Because again, like I got a part time job and like, had to leave it immediately. I was like kidding, I kind of go, sorry. But you know, as time went on, I obviously learned a lot more and and really found a way to like tighten up the messages. And then of course, by 2020, the pandemic is hit. So I'm like, do I have a company? I think I'm going to shut it down. And then right after that the George Floyd video came out. And when I tell you I have not stopped working since that period, I have not stopped taught like I haven't stopped talking to people. I haven't stopped working. I haven't stopped doing these things. And now I don't do public talks. I only work with industry. And it then went from working just in the beer industry with breweries and like you know, reps and stuff to kind of doing some stuff with wine and doing spirits and then alcohol and Jen Raoul, and now I do a lot of stuff with colleges that have nothing to do with alcohol. And I work with with corporations and companies that have nothing to do with alcohol, because I've realized that it's the same problem, just different name. And so that's, you know, so it's been, it's been just over four years. And it's still it's still chugging, it's still going.



15:21

Well, it doesn't sound like you're going to be, you know, running out of emails to answer soon. Now, can you tell us how you see yourself in the craft beer industry specifically, with such a large set of expertise,



15:38

I always joke that I'm, I'm the craft beer Granny, because I've been around for for a decade. And what it was at the start to what it is now is very different. I think that the the expertise that I bring, and that the stuff that I really want to highlight isn't that we look at things in silos. So when I started in beer result that getting women and beer, and, you know, my, my beer nerd moment is historically women created beers. It's not about getting us into beer, it's just getting us back into that highlight, doing the thing that we did, you know, seven to 10,000 years ago, and not making it this weird bit. And so I come in to say like, why, why are you wanting women? Why are you wanting black people? Why are you wanting indigenous people? Why are you wanting people of color, like make it make sense? And understanding that one person can embody all of that. And it's not just today, I hired some black people. Well, okay, cool. What else? What else made them you know? And so I think that that bringing lived experience first and foremost, but also having a conversation with folks, I think that we tried to make it to corporate and how to fix our, quote, unquote, problems. And we have to remember that the problems are people. You know, it's when I, when I hear a problem, it means like, Oh, my front door is broken. And that's a problem. And so I have to, like replace the door, or my car broke down, that's a problem. But if I'm dealing with a person, I can't just be like, I fix this. And now you're fine. It's about how to educate that person, and how to hold them accountable, and how to get them to figure out how to continuously work on it. Because it can't be oh, well, we had Ren come in and do a staff session. And now everything's fine. No, it's not. That was your first step. And I think that that's the big piece that I push is that it's never one and done. Because it can't be there's there's too much the changes in life. So I think that that's the big piece that I really push to get people to understand.



17:38

That makes a lot of sense. And I think, as well, much of your work is really, I guess a word that maybe is, you're more used to in a broader practitioner sense. But in craft beer, it feels like it's been left out of the conversation in a way and that word is culture. Yes. And culture is not a problem you can solve. It's something that you can create awareness around and create mechanisms and tool sets to be able to address. Have you had any resistance to the idea of the problems within craft beer just being culture? Or is it more of a lack of understanding in general?



18:13

Oh, wow, I Yes. When I think but I think there's also this, like ignorance is bliss. And a lot of people were like, if it ain't broke, why fix it? And why should I care about doing this thing? And if you're all about just making money, then it's like, well, don't you want these people in your space? Because they'll, they'll give you money for your products, they'll want to work for you. They want to do these things. And and I think that it's, you know, people not understanding, I don't think we're at that point, I don't understand when people are like, I don't understand I don't get it. And it's like, no, it's because you don't want to Yeah, there's this is this is not, I'm not talking to you about the theory of relativity. I'm not talking to you about, you know,


chemical makeups of things. I'm talking to you about how to be inclusive, and create spaces for people who don't look like you or people who aren't your age, or people who have disabilities. Like, what What don't you understand? Don't understand, because you don't want to.

 19:12

Yeah, yes. And I think a big part of that is, it's kind of like that moment of admitting there's a problem and being like, Oh, I do understand, would be saying, well, now I have to do something. And they kind of have it. Yeah, it's the second year acknowledging something must be done, and people don't want that axe to swing on them.

 19:32


I think that we've also created this, you know, talking of culture, canceled culture. If you mess it up, you'll be canceled. And, and the thing is the term canceled culture. As it is it's already stolen from like black vernacular and it doesn't mean what we think it means. And so when we talk about canceled culture, it's always you'll lose your business. Your doors will shut your employees will quit. Canceled culture is now an extreme way to say we wanted to hold you accountable. No,

 20:00

I think that's a really good point. And I think especially within this topic, we've already seen it not to be true, you know, we saw a beer festival be held accountable. And six months later, they got to hold it again. So it's kind of a moot point.

 20:15

And so speaking of and sort of going into that a little bit further, what are some of the observations that you've had run over the last year within craft beer that feel poignant, as we get further and further along in this timeline,

 20:31

there are fewer places really sticking their necks out and saying, we we got it wrong, and we're still working on it. You know, I've been I've been really lucky and incredibly, like, Hashtag blessed to work with a lot of the companies that I've worked with. And when I look at who I'm still working with, that number becomes very small. And because people are very gung ho, and they do these giant announcements and say, you know, we're, we're gonna work with Ron, and we're going to make these things happen. And in 2020, I would say there were probably 20 different breweries or or alcohol providers who were like, we're working with Ren, and have those 20. I think there's probably three that I'm still working with on the regular. And there's one that I'm moving in on three years with one. Wow. And so I think that the thing is, everyone says, Oh, well, you know, it's the pandemic, and we have to, like work on on making money and keeping the lights on. And it's yes, but who helps you work to keep the lights on? What are

those people look like? What do they represent? What are their values? And that's what I want to help you with? And that's what I want to continuously help you with? And what I find is a lot of breweries can admit that they've made a mistake, but they can't provide action items. Or when they do provide action items, they don't stick to them. And again, it's a very small number of those who do it and say, like, yeah, we're still working on it, because we understand that we'll never finish this. And I think that that's, that's the biggest disappointment is that those who speak the loudest about what they're doing are usually those who've been called out on the carpet. Because something right, because something terrible has happened. And they have to say, oh, like, here's our plan, like what we're doing. And then they know that three months later, the average beer drinker or craft beer fan, won't care. Like Fanny said, right? Like, hey, you got it, you got called out and asked for accountability. And then six months later, everyone was like, I don't even remember what happened. I really



22:31

sense as well that this has just become one of the biggest roadblocks in this entire situation in this entire ecosystem. And I can't help but observe the way businesses tokenized practitioners who, like you note it, this is not an overnight fix. This is something that often requires 234 or five years work. And the goal of any good consultant is that a business wouldn't need you anymore. But to create that lasting change, I feel like you really need to have that time with clients. As a practitioner, do you experience the frustration of work sort of kicking off with these big announcements and then dissipating?



23:11

Yeah, it's almost like, you know that that club night where you meet that really cute person, you get their phone number, and you'd like text for like three days, and then suddenly, you've got to be like, Hey, are you okay? And they're like, yeah, yeah, I'm just really busy. I'll get back to you in like two minutes. But I think that there is this the same thing where breweries are best of intentions. For those those who are performative in those actions, they drop off much faster. So it's one session, and then I never hear from them again. You know, there are breweries that I'm sure what would be really happy if I suddenly fell off the face of the earth. And then there, there are others who just have a lot of excuses. And I think that, that that is the piece that is so heartbreaking. Because they want you know, they wanted to make these changes, they've made these announcements. And then they're just kind of like, yeah, we got some other stuff to do. We think we're good. We created this charitable initiative, it's fine. Do you think a



24:11

part of that is sort of like this adrenaline and the sensation of these initial announcements of like, we solve the problem, we've solved the problem, only to find that the harsh reality of these types of issues just doesn't match up to that. And it's just immediately like, well, that's just going to disrupt the process of our work. However, you're going to have situations of bullying, harassment, all of those different things, because that structure, that fundamental structure around the culture, just has never been addressed.



24:43

Yeah. Oh, totally. And I think that the breweries that always set up the red flags are the ones that are like we're just one big happy family. I



24:56

it's just being described as a family run right now. Cisco seriously 100% It's not okay. It's a job, show up, do your job, go home, you and a family. It's I think it's become. And I think we're not the first people to note this, obviously. But it is a big thing. And brewery culture, it was immediately noticeable to me as a practitioner coming into a completely new industry, this whole family thing, and I was like, This is not good for workers, that dynamic that we condition ourselves to when we think of families is so toxic is anything for the family, anything for the family loyalty, all all terrible things for an organization.



25:41

I mean, I think it's like almost mafioso, right? Like can't leave the family.



25:47

We can't leave the family. And this on the day, my daughter's wedding, sexual allegation on Instagram.



25:57

I just I think that again, it's like more smoke and mirrors. And and I think that it's like you said, it's a job. I didn't take the job because I wanted another dad, I you know, it's I took the job because I wanted money and experience. And I think that when when you bring in a family dynamic, you also downplay too much. Because every family fights, every family has a hard time. How did you think different? And it's like, because you're paying me \$12 an hour to take this, you know, or whatever it is that you're paying me an hour. And I just I think that it's it's such a weird, it's a weird flex, to take it that way. But I think that it also just negates a lot of real issues that come up. Because then it's, well, you're the crazy cousin, like, whatever, it's fine. And I think that it makes it hard for people to speak out. When things do happen. It makes it harder for people to ask, you know, what are your action items? What are you? What's your stance on this? And I think that we have to we have to get away from that. It's just it's, you know, I mean, it's the same thing I always say to people like don't don't call your business a family, unless you have literally hired your family. And, and don't have your owner be hr



27:19

600%. Seriously, oh, the CEO or anyone in C levels. I think that's such a great point ran that HR and the function of it in an industry like craft beer, where there's so many small to medium sized enterprises need to understand that one of the choice investments they can make is

having some sort of external ish structure to the HR function in their business.



27:46

Don't Don't don't have don't have anyone who has a truly vested issue, interest in the company, be the person to tell you that Oh, no. Like what the other owner wouldn't ever harass you. I mean, he's my husband. He's great. Like, I don't know why you'd say, oh, labels aren't



28:01

racist. Like, you know what I mean? Like? Yeah, but that's the the thought process is like, I'm HR, I'm the designer, I'm the creative lead. I'm this that these can't be racist, because our HR who is my wife said, they're not racist?



28:22

Well, yeah. Yeah, you know, the thing is, too with that, like, people will say, Well, we're a small company, we can't spend this money. And it's like, you just spent a buttload of money on some experimental hop that you're probably going to use once, and then throw the rest in a freezer and not talk, like talk about for a year. But you can't get an external HR or, you know, like, hire third party for like, a couple of months to deal with this issue. Like, I get it, I get it, you're a brewery and like, these are the things you make, but like you spend some dumb money.



28:57

Well, seriously, because it's sort of like if, if you were able, and I and there are ways to show a business owner, listen, every time you don't invest in HR, this is how much it costs you when someone calls in sick, this is how much it costs you when your staff attrition is super high, and you have to keep retraining. The the cost benefit analysis is almost pointless, because it's just so far in the other direction that when people say that, to me, I sort of indicate Well, I think the issue is more cashflow, because you can afford this because you are losing X. And yeah, it hasn't been hard for you to establish that connection in the brewery space.



29:38

As quick conversations, yes. Because again, people are not thinking long term investments. And I think that when you get a diversity consultant or you get someone who's consulting for something that is not here's how you make your product. People think well I will bring you in for this this small amount of time and then that will give me enough knowledge that I can just continue it. And, and I will tell you know, right, like, you know I am I'm a terrible golfer, and I did lessons, I don't know, like 15 years ago. Yeah, I need to continuously do lessons. And like, that's the thing, right? So like, we take these things where we say this is important to always do. Like, it's always important to make sure that I do these certifications. I go to these learning things that helped me be a better Brewer, help me be a better sales rep. Oh, diversity staff? Well, if I learned about it once, and I learned the proper terms, then I should be okay. Well, but that's

not just about terms, it's about how to deal with people, it's how to, you know, retention and, and deal with with folks who are not part of your everyday life. You know, and I say that kind of in the assumption that like, that person is like a white straight guy. And it's like, how do you deal with the indigenous person on staff? Who has issues that you will never face? And so I just, I think that it needs to be understood. And I'm not saying like, please hire me for like a five year stance, because like, No, I don't want to. But like, don't be like you came in twice. And now we're good



31:11

to sort of end up on which is like, it doesn't have to be this exhaustive thing. But it also can't just be dipping your toe in the pond and saying, Oh, well, like we now know, like that this time is fine and fine, you know? Run if people are wanting to work with you, or contact you or learn more about you, how can they do that?



31:40

The interwebs are a great place. Instagram is beer underscore diversity. And then the website is actually beard dash diversity.com. I think those are probably the two best places to check out. There is an About Me section on the website and a fairly concise list of who I've been working with. Because I always I always feel that people are like, but have you worked with? Yeah, I probably did. Go check it out. Yeah. My



32:22

brother, to me is the epitome of a knowledgeable practitioner. I heed her every word when she speaks and hurt the craft beer industry does as well. But I just have to ask you funny. Do you think change is possible in craft beer?



32:35

I definitely think that anything and everything within craft beer, and other industries are able to change. I think the question is, do they want to? We've looked at this for over a year now. I've seen so many people offer free labor and handing out information and helpful tools for free. So it's really up to everyone else now on whether they want to not only adopt these protocols into their company cultures, but if they also want to embody them.



33:08

All righty. We've got cultural context. We've got craft beer context. Now let's get our case study context. Here's what you need to know. BrewDog is the UK is most successful craft beer brand. They've had a meteoric and sometimes controversial rise to being one of the most well connected celebrated but concurrently dislike brands in beer. The beer brand was founded by surprise to men in 2007.

 33:36

In the last year, BrewDog was embattled by the outpouring of stories from craft beer. This was the catalyst for a positive action group called punks with purpose to write an open letter about the company culture. The letter garnered mass media attention and countless expertech staff from all over the globe signed on to the letter and share their stories. BrewDog did admit that there were some problems and hired a creative recruitment agency called Weiser to conduct an independent review which signatories of the letter enthusiastically participated in, but due to some colorful characters in the company's leadership, the story doesn't end there colorful characters

 34:12

now I guess we'd better be super careful here we are choosing not to name people and to keep everything as vague as possible when it comes to the company in question. This means I'll transcripts and places I'll put caster hosted will not show in the search results. So anyway, we have to get to know these characters. Who are these colorful characters, Fannie,

 34:31

there's BrewDog, obviously and wiser, the firm hired by BrewDog then there's a CEO, then you've got to do Kate, this is your one. What's the do?

 34:41

Thank you funny. Yes, the D O stands for Daddy executive officer. So firstly, this guy is the chairman of the board brought in to collect the CEOs toys from outside the pram in light of last year's allegations. That is what he has gone on to do, however, has proven himself to be unfit for corporate governance himself. let alone to mentor any leader. And lastly speaking directly to my beef with the do if he is going to misogynistic Lee infantilize me in between picking up Dennis the Menace his toys, while I'm a call him daddy. So then there's my company hand in hot where workplace consultancy with an expertise in business culture investigations, diligence and workers rights. This was the second time we used our resources as a workplace consultancy for the benefit of workers. And we absorb the cost of doing that meaning there's no costs to workers. In the case of BrewDog, we established a platform external of the company with the purpose of being able to register and verify cases privately and look to legal avenues regulatory bodies, or the company itself to resolve the issues of workplace abuse. This platform was called the BrewDog affected workers platform. Then there are the folks who signed the open letter. The punks with purpose wrote former workers, there are also former workers who have registered on dimensioned affected workers platform.

 36:00

Then there are former workers like Charlie Cook, who we will formally me in episode one, these workers have been targeted by the company in a myriad of ways over the last six months. We are Charlotte why she wanted to be part of super punk corporate meltdown.



36:14

I wanted to be part of this podcast because people asked me every single day about this topic. And they asked different questions they asked for different responses. But I figured it would probably make my life easier if there was just one place that I could send everybody say Have a listen to this. Listen to our stories, listen to what we've got to say. You can make your mind up for yourself afterwards. But it's a solid, just piece of work that I can point people to.



36:46

We've talked a lot about culture. We've talked a lot about context. And we're ready for these next episodes to flesh in the colors of the line drawing that we have just made. And hopefully by the end of it, you'll know what it all looks like how to analyze it, and most importantly, how to survive a super punk corporate meltdown.



37:17

This podcast was brought to you by hand and hot media wet nd so please if you appreciate the podcast leave a rating on your favorite listening app production by Kate Bailey and find one doll with special thanks to everyone who contributed Original Music by Amanda that's a m u n d a is the cover of the divinyl song back to the wall. Amanda frequently releases music on all of your favorite apps. Follow her on Instagram with the tag. It's me Amanda