

ACTION PLAN UPDATES-

Updated Q3 2023

Much of the original action plan is “completed”, but it is important to note that for a healthy, inclusive and equitable environment to be maintained, these actions are not just a one and done. Constant vigilance and evaluation will be part of ensuring that Indeed Brewing is holding true to their commitments as well as continuing to create a positive and inclusive culture.

Action Plan Updates

- People & Communities Leader:
 - By the end of Q4 2021, Indeed will hire a People & Communities Leader - **Complete**
 - By 12/2/2021 - Indeed’s People & Communities Leader will establish quarterly workplace evaluations to monitor progress and identify new issues - **Complete & Ongoing**
 - Voluntary Employee Advisory Board established to meet regularly to work on ongoing DEI initiatives, employee recognition and provide a voice for employees to bring concerns and topics forward and ideate solutions.
 - Anonymous engagement surveys in place and conducted regularly
- Entrepreneurial Operating System Revamp (EOS):
 - By 12/31/2021, Indeed will re-evaluate its company operation system (EOS) through the lens of creating a more equitable, safe and positive work environment - **Complete & Ongoing**
 - Brand Development Process & Experiences Development Process in place
 - Revised accountability chart focusing on People, Beer and Experiences
 - EOS structure evaluated and tweaked to keep what is working and retire what does not. For example, every person will not have a rock (measurable goal) but every department will. Weekly L10’s to remain but adjusted to meet the needs of individual teams.
 - By 12/31/2022, Indeed will evaluate processes, benefits, and structure that were identified as issues - **Complete & Ongoing**
 - Indeed’s core values revisited and clarified on VTO
 - Benefits evaluated and updated yearly
 - Structure & processes reviewed, updated and revised to ensure accuracy and missing processes identified, created and trained.
 - Revamping the tools we use for our performance review process and quarterly conversations-rolled out in 2023. Once/year performance reviews were eliminated, replaced by weekly checkins and quarterly collaborative touchbases.
 - Conflict resolution process established by 9/30/2022 and communicated with individuals and teams to address conflict in the workplace - **Complete & Ongoing**
 - Part of our ongoing training

- Anonymous feedback form which is to be used to give constructive feedback to the attention of P&C and offer any ideas/solutions that would lead to a positive outcome.
 - Open door policy with People & Communities to express issues and discuss solutions and areas that need to be investigated.
 - Yearly 1-1's with everyone in the company by People & Communities to assess progress, have a scheduled opportunity to bring concerns/ideas/solutions and check in on the individual and allow for questions that are top of mind for the employee.
 - By 10/15/2022, Indeed will assess all compensation and benefits structure.
 - Complete & reviewed yearly**
 - Wage scales completed and job descriptions updated to reflect starting wage and ensuring that wage scales are fair, equitable for the experience the individual brings to the job and being paid a livable wage according to the city they work.
 - Benefits are continually being evaluated. Parental leave, bereavement, equal PTO for full time salary and hourly implemented in 2022. 2023 benefit updates included a revamped break policy to include healthy snacks in the break room to encourage people to take their break and rest/refresh! Additionally, a comfortable & private wellness room was added to be used for nursing mothers, employees to take personal appointments, prayer or meditation or to take a mental/physical break. And finally, a generous beer benefit card was rolled out for all employees to use, regardless of the number of hours they work.
- Management Training & Support:
 - By 12/31/2021, Indeed will develop a program for management training and support, including regular bias training, interview training and anti-harassment training - **Complete & Ongoing**
 - Training program roadmap in place, regularly reviewed and revised. Training includes, or will include, but is not limited to manager training (employee hiring/interviewing, coaching, feedback, leading through strengths & strengthfinder, financial and business acumen), core product training, health & safety, DEI, sexual harassment, Encompass training and industry ongoing training through CBC attendance and seminars.
 - COO & CEO participated in a leadership development program
 - Leadership team participate in leadership development and DEI workshops.
 - New virtual learning system to be rolled out at the end of 2023 to all employees allowing for more flexibility and consistency.
- Vision Alignment:
 - By 10/30/2022, Indeed will create a clear roadmap for the 3 year and 10 year picture of the company, focusing on its people, how Indeed will position itself in the market and what beverages it will produce. **Complete & Ongoing**

- Quarterly and annual planning process in place and completed. Brand development and experience development process in place and completed. Quarterly and annual all company meetings scheduled and completed.
- In place are yearly all company meeting & workshop to allow for shared vision and brainstorming of Indeed's future to incorporate into the annual plan along with sharing the 3 and 10 year picture of Indeed Brewing, anonymous engagement surveys, People advisory board, weekly checkins & quarterly touchbases with managers, weekly L10's with department team and yearly 1-1's with P&C dept to collect feedback and opinions to help shape the one, three and 10 year pictures of Indeed.
- Yearly, using the input from all employees, Indeed will update the 3 & 10 year picture of the company's future and present to staff annually at the all company meeting.
- By 11/30/2021, Indeed will revise the way it portrays its company history to depict a more inclusive and accurate origin of the company. **Complete & Ongoing**
 - Mural has been removed, all platforms have been analyzed to identify inaccuracies and company history has been written and shared to depict a more inclusive and accurate origin of the company.

We continue to make strides on the original actions committed within the action plan and utilize those actions as the foundation and are continually building and improving. This action plan will never be "DONE" as we at Indeed are always looking to do better, be better and will continue to evolve and improve, adjust and pivot as needed.

Please reach out with any questions!

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