



## INDEED BREWING COMPANY

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I want to first acknowledge that harm has been done at Indeed and tell you that I am so very sorry for that. I sincerely apologize to those who have been harmed including co-founder Rachel Anderson. Indeed is flawed and I am flawed, but we will keep working to be better.

As an immediate response we are seeking a neutral third party to identify our flaws and make sure they aren't ingrained in our company; we've reached out to Rachel and offered her the opportunity to participate in selecting this external partner and the audit itself. I hope we can start to repair the harm.

Rachel's account of founding, working, and being terminated from Indeed is an example of the gut-wrenching and imperfect decisions that exist within personal and business relationships. As in life, there are countless things I'd wish we'd done better, things we'd learned quicker, and things we still need to learn. Rachel's work set our brand on a positive course, is forever baked into our DNA, and we are grateful for that.

There have been some terminations that fit the simple narrative: theft, sexual harassment, and employee handbook violations just to name a few. It doesn't make ending the relationship easy, but it is more clear. Then there are others that are more complicated, nuanced, and personal. We have been working at bringing clarity to that inherent nuance with better processes, people, and transparency so Indeed is not only a good place to work but will someday become a great place to work.

Three years ago we started an intentional effort, with outside help, to reshape how we manage our business. We defined our core values, set clear goals, and reshaped the structure of our company from top to bottom. The impact has been profound and as a result we have experienced a lot of turnover, promotions, hiring, the creation of a whole new leadership team, and last year the promotion of a long-time employee, Kelly Moritz, to Chief Operating Officer, to manage the day-to-day of our brewery. Her letter written last week can be found on our social media platforms. She is one of the most inspiring people in craft beer, and we're lucky to have her in charge.

In the coming weeks we commit to publishing our audit's timeline, findings, and recommendations. If you've been harmed at Indeed and you're not comfortable reaching out to Kelly or me to work on repairing that harm, we'll be sure to identify the company or person helping us very soon, and they will help moderate that communication and next steps.

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