

WELLBEING
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SCOTLAND

Tapping into a Wellbeing Economy

Lessons from Scotland's craft
breweries about the importance of
local production





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Acknowledgements

This report would not have been possible without the invaluable support of the Advisory Group comprising Sam Butler-Sloss, Professor Mike Danson, Dr Scott Leatham, Mary Michel, and Dr Katherine Trebeck. The Advisory Group provided vital guidance and insights from the inception of the project and throughout the development of this report.

Special thanks to Iain Black (University of Stirling), Robin Clarke (Highlands and Islands Enterprise), Sarah Drakopoulou-Dodd (University of Strathclyde), Mark Hazell (Jaw Brew), and Susan Love (Federation of Small Businesses), who gave their time and valuable input by being interviewed. The report does not necessarily reflect their views and any mistakes are entirely due to an error on the author's part.

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Introduction

The vision to move towards a Wellbeing Economy reflects the values, priorities and aspirations of people and communities in Scotland and is gaining traction amongst policy makers, businesses and a wide range of agencies. This research project aims to demonstrate the role of local production as a key pillar in a just transition from the current economic model to a socially fairer economy which concurrently respects planetary boundaries. To achieve this, the project uses the craft brewing sector as a lens to identify the factors that could encourage local production, the sector's contribution to regional economic development, and the practices that could be shared with other industries. Through this process, the project seeks to deepen our understanding and advance the conversation in Scotland around transitioning to a Wellbeing Economy, one that delivers social justice on a healthy planet.

Why we need a Wellbeing Economy and what it entails

Societies around the world are facing unprecedented environmental, social, and economic challenges, primarily driven by our current economic system. For the past 40 years, due to the dependence on economic growth, the Earth's natural resources have been depleted faster than they can replenish, and factors such as health, equality, and social relationships have been disregarded. As a result, countries are grappling with the need to cope with the profound impacts of climate change and social and economic inequalities. Governments and institutions respond with- often inadequate- reactive measures that fail to attend to the root causes and interconnectedness of the current challenges. In order to address these environmental, social and economic risks, it is imperative to restructure the economy and move towards a Wellbeing Economy, one that delivers social justice on a healthy planet.

At its core, a Wellbeing Economy starts with the idea that the economy should serve people and communities, first and foremost. It asks what sort of economic activity is needed and for whom, and looks at enabling contexts that allow flourishing for all and harmony with nature. By reorienting goals and expectations for business, politics and society, a Wellbeing Economy will deliver collective wellbeing, recognising that the economy is embedded in society and nature. Instead of responding with expensive downstream interventions to fix the damage caused by a growth-focused economy, a Wellbeing Economy would employ upstream strategies that are expressly designed to deliver on people's core needs and priorities.

Those calling for a Wellbeing Economy highlight the urgency, as well as the feasibility, of an economic system that supports prosperity and environmental protection. Its feasibility can be seen in local communities and economic activities that embrace a new way of thinking and practice that facilitates sustainable business models and thriving communities.

Many of the principles of a Wellbeing Economy can be found, among other sectors and initiatives, in the way local production is carried out in Scotland. With values such as support for an area's local identity, community engagement, sense of place and belonging, and protection of the natural resources, local production can contribute to the transition to a Wellbeing Economy. At the same time, a Wellbeing Economy, due to its focus on people and the planet, would enable local producers to thrive and enhance community engagement.

Methodology

This research project was commissioned to contribute to the development of a global, participatory project: the Wellbeing Economy Policy Design Guide. [1] The guide was co-created by the Wellbeing Economy Alliance (WEAll) in order to support visionary policy makers build just and sustainable economies.

The project was based primarily on desktop research with complementary in-depth interviews with stakeholders from academia and key supporting bodies and agencies across Scotland. Due to the restrictions related to the Covid-19 pandemic, one interview with a craft brewery was conducted, presented as a case study, and, therefore, the views expressed in this research report cannot be claimed to represent the views of the sector itself. Instead, extensive literature was reviewed, with a focus on research studies and workshops with craft brewers, which, along with the in-depth knowledge of interviewees on craft brewing, local economic development, and business development strategies, provides an indication of the sector's experiences.

Creating a Wellbeing Economy in Scotland

Governments around the world are facing environmental, social and economic challenges, which reveal the need for economic transformation. At the same time, these challenges present an opportunity to restructure the current economic system to one that prevents environmental, social, and economic issues from occurring in the first place. This alternative paradigm can be found in a Wellbeing Economy that supports low-carbon activities, such as local production, and equal opportunities for all.

In Scotland, the government has set world-leading targets to cut greenhouse gas emissions and reach net-zero by 2045, five years ahead of the UK.[2] By introducing the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, and following the advice of the independent Climate Change Committee,[3] Scotland is aiming at reducing at least 75% of all greenhouse gas emissions by 2030, 90% by 2040 towards net-zero by 2045 at the latest. [4] To achieve these targets, radical change of economic activities is required, especially in the energy-intensive sectors, such as transport (which, including aviation and shipping, accounted for 36% of Scotland's greenhouse gas emissions in 2018[5]).

Setting ambitious goals to cut harmful emissions is undoubtedly vital, yet it is not sufficient if the risk of exacerbating inequality is not taken into account. For this reason, the Paris Agreement calls for national development plans that not only aim at tackling climate change by taking measures to keep global warming as far below 2 degrees as possible, but also highlight "the imperative of a just transition of the workforce and the creation of decent work and quality jobs".[6] Similarly, as highlighted by the UNFCCC, "the transition towards inclusive and low-carbon economies must be just and fair, maximising opportunities for economic prosperity, social justice, rights and social protection for all, leaving no one behind".[7]

Scotland has responded to these calls (which augment those from Scottish social justice advocates and practitioners) and joined the efforts for a just transition to a carbon-neutral economy, which ensures sustainability and social inclusion, by introducing the Climate Change Bill [8] and establishing the Just Transition Commission.[9] The Commission advised on how to apply Just Transition principles.[10] Their final report highlights the need to strengthen local economies, build strong and resilient local supply chains, and ensure that:

“A just transition is shaped by Scotland’s citizens, not imposed on them. [A just transition] energises social partnerships and local democracy and develops places and communities that are designed for net-zero and improved wellbeing. It empowers consumers to choose local, sustainably produced food and drink.” [11]

A Wellbeing Economy speaks to the values of people in Scotland

The prevailing economic model that often dominates policy making tends to focus on economic growth as a goal in and of itself, traditionally measured by Gross Domestic Product, with other social and environmental factors that reflect critical aspects of life downplayed or assumed to benefit from GDP growth. Yet, due to the skewed nature and distribution of growth, this approach has not led to the sought outcomes for enough people. Instead, it fails to recognise the associated social and environmental risks, such as poverty, inequality and environmental degradation, and disregards other values, priorities and aspirations of people and communities in Scotland.

Despite the challenge of identifying values that reflect the goals of people and communities across Scotland, indications of their priorities and aspirations can be found in various studies and public consultations. For instance:

- A recent Citizens’ Assembly of Scotland [12] recognised that “the kind of Scotland we are seeking to build will be a sustainable country balancing environmental, economic and social impacts for the good of the country and its citizens”. [13][[14][15]
- Oxfam Scotland’s Humankind Index[16] revealed areas contributing to Scotland’s prosperity over time, reflecting communities’ priorities regarding what makes a good life. Among others, the identified areas were physical and mental health; being able to enjoy a clean and healthy environment; having satisfying work; having good relationships; and access to green spaces.
- Scotland’s National Performance Framework[17] identified 11 National Outcomes, which reflect the vision of the people of Scotland about the country they want to live in,[18] and they are based on the values of kindness, dignity, and compassion. Informed by public consultation and expert engagement, the framework recognises that success cannot be solely defined by GDP and demonstrates a shift away from the narrow focus of traditional measures and towards a wider economic, social, and environmental progress that includes areas like poverty, communities, fair work and business, and the environment.

In order to build such an economy that reflects the vision of people in Scotland while ensuring that the environmental, social, and economic impacts are socially just and sustainable, several changes are required. For example, restructuring economies that allow communities to be actively engaged and shifting business’s focus from short-term profit to long-term contribution to the wellbeing economy. The next section will consider how local production contributes to this vision.

Local production: a key pillar in a Wellbeing Economy

Reshaping an economy is a complex process that requires change in many sectors and across multiple economic activities. While some industries, such as fossil fuels extraction or advertisement, will be less prominent (if they exist at all) in a Wellbeing Economy, other economic sectors and ways of operating will play a more substantial role. Due to its potential to bring social, economic, and environmental benefits, local production is a key pillar in the transition to a Wellbeing Economy, while, at the same time, a Wellbeing Economy can support local production in Scotland to thrive.

The definition of local production is ambiguous and can differ between audiences. 'Local' is often understood as the goods and services that are produced within a short distance of the outlet where they are purchased. [19] Any interpretation of 'local' can be complicated if taking into account supply chains. For instance, in terms of food, the UK National Farmers Retail and Markets Association uses 30 miles as a radius that describes 'local', although it accepts 50 miles for larger or coastal or remote areas, with 100 miles being the maximum recommended.[20]

For the purpose of this report, local production refers to the economic activities that produce goods and services and primarily supply the markets of the locality where firms operate, while recruiting employees from the surrounding communities.

According to research, local production has a significant role in the local economic development, the protection of the natural environment, and the creation of personal connections. These benefits, which align with core values of a Wellbeing Economy like fairness, nature, and connection, are set out in the following section.

Economic development

Local production contributes to the development of local economies, providing further direct and indirect benefits in local communities. It supports the creation of more resilient economies and, therefore, more resilient communities. Due to their strong interconnections, most successful businesses need local communities to thrive, and, vice versa: vibrant communities cannot exist without successful businesses. As distance is not only structural (through complex supply chains between producers and consumers), but also geographical,[21] strong local supply chains are needed to minimise disruptions and to achieve an equitable and green future.[22] The reinforcement of a local economy provides employment opportunities[23] and supports the transfer of knowledge and skills.[24] The creation of place-based employment in turn improves the community's prosperity, strengthening the local economy as the money spent circulates in the local economy, building community wealth.[25]

Community wealth building is a people-centred approach to local economic development that supports the delivery of a Wellbeing Economy in Scotland.[26] As wealth is held locally and income is re-circulated in local communities, it contributes to the reduction of inequality and seeks to proactively support local inclusive economies.[27] Community wealth building is a key pillar of economic system change in that it redirects wealth and control back into the local economy.[28]

Local production is a significant component of the community wealth building approach. It aligns with the community wealth building's principles on inclusive ownership, development of local labour markets and progressive procurement of goods and services through dense local supply chains. Such dynamics foster locally-owned wealth that benefit the surrounding communities and help create fair and resilient local and regional economies.

Environment

At the same time, local production can play a role in the efforts to mitigate the effects of climate change and particularly the reduction of carbon emissions. By definition, with reduced transport needs, local production will have a long-term contribution in terms of energy consumption and the impact on the environment.[29]

Personal connections

Local production can create a bond between local businesses, communities and the land, by enhancing the formation of place-based relationships. Like the artisan economy, which is defined as a movement towards a more personalised and small-scale production, local production allows a personal and human connection between local producers and consumers.[30] People tend to be the focus of locally owned businesses, as many local firms enjoy helping their customers (who are often their friends and neighbours) and offering individualised services.[31] Local businesses often provide goods and services that the surrounding communities need. They can be driven by and, at the same time, foster further the relationships between producers and consumers. This enables the rescaling of the economy by building economic structures that respond to the needs and preferences of communities, while strengthening social cohesion and connection within the locality.[32]

The craft brewing sector in Scotland: a successful example of local production

Over the last years, the craft brewing sector has expanded significantly in Scotland and around the world, demonstrating a business model which is based on collaboration and driven by a thriving entrepreneurial community. Craft brewing is often considered an example of 'success', not only because of the increasing number of craft breweries being established across Scotland, but also due to its role in local economic development, the promotion of local identity, and its innovative approach to business operation based on human connection and community support. These key attributes could be seen as lessons for other industries and could provide an illustration of what a Wellbeing Economy entails in practice.

Practiced since the 1700s, brewing has long been part of economic activity in Scotland. It supports agricultural communities through its use of natural ingredients and contribution to employment and tax revenues. It is estimated to provide over 8,000 jobs and generate £500 million in turnover each year in Scotland. [33] Over the last years, the brewing industry has experienced substantial changes with the rise of micro-firms [34] [35] producing craft beer and specialised ales. [36]

According to the Brewers Association, the distinctive characteristics of craft brewing include:[37][38]

- small production of beer, generally made with traditional ingredients like malted barley
- innovation
- significant involvement with local communities
- individualistic approaches to connecting with consumers
- maintaining their integrity by what they brew and their general independence

Due to their distinctive and innovative product features and their global reach via exports, the craft brewing sector is described by Scotland's economic development agency as "a huge success story." [39]

In Scotland, there are over 100 craft breweries operating across the country in both urban and rural areas. [40] Examples of craft brewers in Scotland pioneering a new approach to brewing include: [41][42]

- Jaw Brew,[43] which produced the first Scottish beer to be made from leftover bread and offers only vegan-friendly products
- Stewart Brewing, whose craft brewing kitchen was the first brew-it-yourself facility in Scotland[44]
- Lerwick Brewery, Shetland's only craft brewery which uses the islands' clear water to produce its craft beer[45]

The role of craft brewing in the local economy

Craft breweries are embedded in the local economy and, in the case of Scotland, very often this means they are embedded in the rural economy. The Scottish Parliament Information Centre (Spice) found that a significant number of breweries based in rural communities, and micro-breweries, in particular, represent 83% of the Scottish brewing sector.[46] The brewing sector also provides around 8,950 jobs and £200 million of wages from the direct, indirect, and induced impacts. [47] [48]

According to a series of studies, craft brewers have a significant connection with the territory in which they operate. This connection can be seen in the attachment to their local area, and in the creation of employment opportunities for local communities, which impacts on rural economic development. These are discussed in turn.

Attachment to local area

Craft brewers perceive locality as a core element of their identity and activity. Producers build strong bonds with their local communities while promoting an area's cultural and historical assets. As with the food and drink sector in general, beer is considered a significant part of a place's social identity, as it is often related to stories that share the history of the area. This strong sense of place and belonging is often used by craft brewers as part of their brand identity and business strategy. Connection to the territory allows producers to create differentiated products that embody their local heritage and promote local ingredients. [49] The differentiation and uniqueness of products can respond to local consumers' needs and have a local resonance that brings a unique selling point that is difficult for mass producers to compete against.

Employment opportunities

At the same time, the craft brewing industry has a significant contribution to the Scottish economy, as the sector invests in its people through the creation of employment and the development of local supply chains.[50] The industry provides a range of economic opportunities to people with various skills and backgrounds, especially those living in rural areas such as the Highlands and Islands. Craft brewers are considered an important employer in their regions as they tend to recruit from the local labour market in the areas where they operate. Not only does this allow them to grow organically, build local wealth, and support rural development and regeneration, but they are able to show flexibility in terms of creating roles and accommodating individuals' circumstances, which is often rare in larger businesses. For instance, small businesses that have the capacity might create employment opportunities to respond to requests of local community members or might be flexible with working terms to fit employees' needs.

What can the Wellbeing Economy agenda learn from craft brewers?

Craft brewers showcase key elements of a Wellbeing Economy, such as the feasibility of developing a collaborative economy, the alignment with the principles of a circular economy, and that scaling up is not the ultimate goal. The experience and practices of craft brewers could provide lessons to businesses in other industries, such as niche agriculture, [51] that could support them and their surrounding communities to thrive, and would contribute to the transition to a Wellbeing Economy. These lessons- promoting a collaborative business model, redefining success, and fostering a business's local identity are set out in turn:

Promoting a collaborative business model

Collaboration is a core element of the craft brewing sector in Scotland and around the world. Craft brewers embrace collaboration as a branding strategy in various stages of their economic activity, from production to marketing and distribution. This common practice demonstrates not only the potential commercial benefits, but also the lack of fierce zero-sum competition among members of an entrepreneurial community.

For example, cooperation with other peers can be seen in the craft brewing tradition of “co-lab” brews, where brewers share skills, knowledge, and recipes while creating a joint product.[52] This collaborative practice is particularly beneficial for start-up businesses. A recent study from the University of Strathclyde found that new firms, unable to afford their own equipment and production facilities, either use or borrow their peers' supplies and equipment and it is common for brewers to discuss the details of their recipes with each other.[53] The same study also revealed that due to the shared passion for quality beer and the friendship bonds between like-minded individuals, cooperation could involve staff members visiting other breweries to transfer their skills and teach new brewers how to make their own products or develop and sell co-branded beers. Especially for micro-craft brewers, collaboration is a vital part of their way of working, which includes forming member associations, such as the Brewers' Association of Scotland, which then organise events and marketing campaigns where brewers sell and promote their peers' products, and, most importantly, build on each other's success. [54]

From an environmental perspective, collaboration with other producers can contribute to the development of a circular economy.[55] For example, some craft brewers use raw materials like leftover bread from local bakers or distillery grist to produce their beer-products that otherwise would be wasted. They further often share ideas and lessons from such practices with other craft brewers, promoting environmental sustainability. [56]

Through collaboration, the craft brewing industry provides an example of an alternative mindset, which contradicts a mainstream belief that celebrates fierce competition between businesses.

Due to their passion to protect high-quality beer and individuality in their sector, craft brewers tend to perceive competition mostly in terms of the quality of their products. For this reason, competitive behaviour might more often be seen against mass-market products, rather than against other craft beer producers. Hence, transferring knowledge

during the production process and experimenting collectively with new recipes is seen as a critical component of their economic activity that allows reshaping beer drinkers' tastes towards higher quality and more differentiated products. This innovative way of working not only questions the assumption that competition is the only way for businesses to operate, but arguably it is collaboration, rather than competition, that has played a key role in the flourishing of the sector.

Redefining success

Growth often appears to be the most common metric of success, whether in relation to the performance of a country (usually measured in Gross Domestic Product) or a business (usually measured in terms of profit). In contrast, the craft brewing sector, just as the Wellbeing Economy, questions the dominance of the notion of growth, recognising that growth may not be the ultimate goal for a business, and suggests an alternative interpretation of success.

Craft brewers demonstrate that scaling up is not the only way forward. Although in mainstream economic development terms, small businesses maintaining their size and not growing might not be deemed a positive, many craft brewers seem not to equate success with growing their firm, but focus instead on contributing to the development of the sector. Craft brewers are passionate about brewing, and, therefore, being part of the operational process is significant to them. Growing a business might mean founders have to step away from an active role in the brewing process, and often leads to more complex logistics and compliance with additional regulations.

Instead of growth, success is often perceived as creating knowledge, teaching peers about stewardship, and gaining recognition within and beyond the sector. Driven by their passion for high-quality products, craft brewers often interpret success as supporting the beer culture and creating a loyal community that incorporates behaviour changes, like drinking slower, and better recognises the quality of provenance. This leads craft brewers to seek to scale the sector rather than scaling their individual businesses.

Success for craft brewers, as well as other small and medium firms, could also be considered as the creation of sustainable and resilient businesses. In the face of uncertainty and disturbance, notions of success that centre on developing skills and practices around entrepreneurship and leadership enables craft brewers to build resilience.

Fostering a business's local identity

The craft brewing industry has demonstrated that being local is a core element embedded in its economic activity. A local brand resonates with consumers of various industries, so promoting a firm's local identity can be seen as a strategy that brings competitive edge.

From a business perspective, a localised brand can use its regional identity as a selling point, creating marketing opportunities for differentiated products. This practice can allow firms to build a loyal community, for instance, through music festivals, which could be an alternative distribution opportunity. [57]

On the other hand, from a customer perspective, local identity creates a bond between producers and consumers. It allows the creation of a community of kindred spirits, who also benefit from supporting local businesses as a way to cope with the alienation of modernity and urbanisation.

The example of a pioneering craft brewery

These key attributes of the craft brewing sector presented in the previous sections are illustrated in the following case study of Jaw Brew, a Scottish craft beer brewery.

Jaw Brew: a leading circular economy micro-brewery

Jaw Brew, an independent, family-run craft brewery in Milngavie, Scotland, demonstrates an innovative approach to business operation and the role of businesses in building an economy based on environmental protection, collaboration, and connection with the territory.

With sustainability embedded in the ethos of the firm, Jaw Brew aims to become a world-leading circular economy micro-brewery. Instead of following the traditional linear economy model, [58] the brewery has implemented a circular economy business model and is constantly seeking practical ways to reduce its carbon footprint.

First, the firm launched its 'Hardtack beer', an award-winning product made from leftover morning bread rolls. By partnering with a local bakery, Jaw Brew used the unsold morning rolls, which would otherwise end up in the landfill, to partly replace malted barley (a grain used during brewing). This process offers environmental and economic benefits. From an environmental perspective, both food waste and the required amount of malted barley were reduced. From an economic perspective, the brewery decreased the purchased grain, and, at the same time, the bakery avoided the associated landfill charge. This practice not only illustrates what a circular economy entails in practice but also reveals the value of cooperation and transfer of knowledge between breweries, as the firm shared its experience with other craft brewers on various occasions, such as beer competitions and festivals.

Apart from the 'Hardtack beer', Jaw Brew is examining other initiatives to reduce its carbon footprint and increase sustainability. These include exploring making grain snack bars using the spent grain from the brewing process; replacing caustic soda or processed gas with more environmentally friendly materials such as enzymatic cleaner and stabilised aqueous ozone to clean and sterilise the brewery equipment; experimenting with compostable packaging made from waste products such as cardboard or prawn shells; exploring the option of capturing the CO₂ emitted during the fermentation process and re-using it to carbonate and serve the beer.

In addition, collaboration is a key element of the way Jaw Brew operates. The firm collaborates with other independent craft brewers exchanging some of their beers and selling them in their brewery outlets, offering variety and choice to their customers. At the same time, Jaw Brew seeks to form partnerships with other local firms, which fosters connection with the locality as local businesses build strong bonds among them and their local communities. According to Jaw Brew, most of their clientele is from their local area. During the Covid-19 pandemic, the firm experienced a significant level of support driven by the community's intention to promote a local business. From their end, the brewery always aims to serve primarily the local area by selling the majority of their products where they operate and send only a certain proportion further afield for customers in other areas to try their beer.

In terms of the notion of growth, the firm revealed that they do not wish to grow for the sake of growth, but they would rather expand in certain aspects that would enable them to have more control over the processes while remaining independent. For instance, expansion could mean having a self-contained bottling line, which would provide environmental and economic benefits as it would limit transportation distances and create employment opportunities for the local labour market.

Jaw Brew proves that the values and priorities of the businesses can determine their operations and that success can be perceived as creating a business model that places people and the planet ahead of profit.

Conclusion and future research

A Wellbeing Economy starts with the idea that the economy should serve people and communities, first and foremost. It recognised that the economy is embedded in society and nature, and its primary goal is to foster wellbeing for all in a flourishing natural world. This agenda reflects the values, priorities, and aspirations of people in Scotland as distilled via Scotland's Citizens' Assembly, Oxfam Scotland's Humankind Index, and the National Performance Framework, such as the need for resilient communities; social, economic, and environmental justice; fair work; good relationships; and environmental protection.

Restructuring an economic system and moving towards a Wellbeing Economy is far from an easy task. However, its possibility and potential can be seen in economic activities like local production, that embrace the principles of people in Scotland. Local production is a key pillar in building a Wellbeing Economy as it creates a bond between local businesses, communities, and the land. It rescales the economy to a human level, and it enables locally rooted economies to thrive. Also, it allows rediscovering the purpose and value of the community while bringing economic and environmental benefits, especially in terms of employment and reduced emissions due to shorter transportation distances.

Craft brewing, in particular, is often considered an example of 'success' of local production due to the constant emergence of craft breweries and their innovative approach to business operation. Through collaboration with their peers, their involvement with local communities, their attachment to the territory, and their role in regional economic development, craft breweries could be seen as a lesson to other industries and an illustration of how a Wellbeing economy would look like in practice.

This research project highlighted the role and key attributes of craft breweries, which could be seen as transferrable examples to other industries in Scotland. Future research should explore craft brewers' views on the identified lessons and investigate how these could be fostered while moving towards a Wellbeing Economy.

Endnotes

- [1] The Wellbeing Economy Policy Design Guide is available here: <https://wellbeingeconomy.org/policyguide>
- [2] <https://www.gov.scot/policies/climate-change/reducing-emissions/>
- [3] <https://www.theccc.org.uk/>
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- [12] Group of 100 citizens from across Scotland that are broadly representative of the country and are coming together to address questions around the country we are seeking to build, the challenges and the further work that is required. <https://www.citizensassembly.scot/about/the-basics>
- [13] One of the priority statements as identified by the Citizens Assembly that best represent the common ground across the assembly in Scotland we are seeking to build. For further information on how the statements were collected and assessed, please see here <https://www.citizensassembly.scot/sites/default/files/inline-files/Output%204%20-%2022%20statements%20-%2018%20Dec.pdf>
- [14] <https://www.citizensassembly.scot/sites/default/files/inline-files/Weekend%203%20-%20Outputs%2010%20-%20Canvasses%20for%20publication%20-%20Final%20Copy%20-%2030%20January%202020%20-%20C10.pdf>
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- [30] <https://madewithmerit.com/five-lessons-growing-artisan-economy/>
- [31] <https://ilsr.org/changing-retail-landscape/>
- [32] <https://www.localfutures.org/>
- [33] <https://www.foodanddrink.scot/media/1871/brewing-strategy.pdf>
- [34] Micro-firms are defined as those producing less than 5000hectolitres, and/or employing less than 10 employees.
- [35] <https://core.ac.uk/reader/157852997>
- [36] <https://core.ac.uk/display/42593615?source=2>
- [37] https://strathprints.strath.ac.uk/70983/1/Marck_etal_ANZMAC_2016_Meet_the_Scottish_micro_craft_breweries.pdf

[38] <https://www.brewersassociation.org/statistics-and-data/craft-brewer-definition/>

[39] <https://www.scottish-enterprise-mediacentre.com/news/funding-boost-for-scotlands-craft-brewing-industry>

[40] <https://www.visitscotland.com/see-do/food-drink/breweries-craft-beer/>

[41] <https://www.insider.co.uk/news/craft-beer-breweries-scotland-brewdog-10132356>

[42] <https://tbas.scot/>

[43] <https://www.jawbrew.co.uk/>

[44] <https://www.stewartbrewing.co.uk/craft-beer-kitchen>

[45] <https://www.lerwickbrewery.co.uk/>

[46]

<https://digitalpublications.parliament.scot/ResearchBriefings/Report/2018/10/11/Brewing-and-distilling-in-Scotland---economic-facts-and-figures>

[47] The report highlights that a note of caution is required as the numbers count all part-time workers, and, therefore, the full-time equivalent figures will be lower.

[48]

https://www.sruc.ac.uk/downloads/file/3668/the_craft_beer_and_artisanal_alcoholic_cbaa_drinks_sector_in_scotland

[49]

https://strathprints.strath.ac.uk/70983/1/Marck_etal_ANZMAC_2016_Meet_the_Scottish_micro_craft_breweries.pdf

[50] <https://pureportal.strath.ac.uk/en/publications/crafting-growth-exploring-the-emerging-potential-amp-challenges-f>

[51] <https://ageconsearch.umn.edu/record/55975>

[52] <https://pureportal.strath.ac.uk/en/publications/crafting-growth-exploring-the-emerging-potential-amp-challenges-f>

[53] <https://www.sbs.strath.ac.uk/blogs/SBS/post.aspx?id=47>

[54]

https://strathprints.strath.ac.uk/70983/1/Marck_etal_ANZMAC_2016_Meet_the_Scottish_micro_craft_breweries.pdf

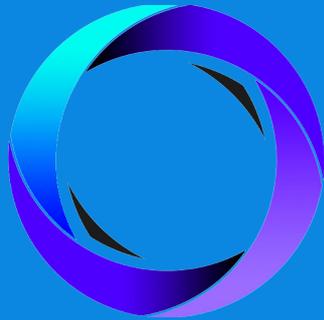
[55] Circular economy is a model that entails designing waste out of the system. Further information on the concept can be found here

<https://www.ellenmacarthurfoundation.org/circular-economy/concept>

[56] <https://pureportal.strath.ac.uk/en/publications/crafting-growth-exploring-the-emerging-potential-amp-challenges-f>

[57] Ibid.

[58] A linear economy is a model based on production, consumption, and waste.



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