

OUR BREWERIES & PUBS ARE

A stylized illustration of two hands, one dark-skinned and one light-skinned, holding two glasses of beer. The glasses are filled with golden beer and topped with white foam. A red banner with white text is draped across the glasses. The background consists of colorful, radiating stripes in shades of blue, purple, yellow, and brown.

#OpenToAll

**A DIVERSITY AND INCLUSION
TOOLKIT FOR THE BREWING
AND PUB INDUSTRY**

About this toolkit

This toolkit was created in collaboration with Inclusive Employers, the UK's first and leading membership organisation for employers looking to build inclusive workplaces. They help organisations make inclusion an everyday reality at their place of work.

Find out more at [inclusiveemployers.co.uk](https://www.inclusiveemployers.co.uk)

Introduction

This is a practical guide for British Beer and Pub Association members to deliver on the commitments made in the [#OpenToAll Diversity and Inclusion Charter](#).

Whether you have just started your diversity and inclusion journey or have been working in this space for some time, this toolkit provides useful tips, advice and signposts to resources to help enact the Charter's commitments. It looks at every part of a brewing or pub business to understand where there are opportunities to make positive changes.

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1. Why are diversity and inclusion important for your business?

The business case

There is a clear moral case for taking action around diversity and inclusion (D&I) and creating workplaces and venues where everyone feels respected, valued and safe from discrimination or harassment. Put simply it is the right thing to do!

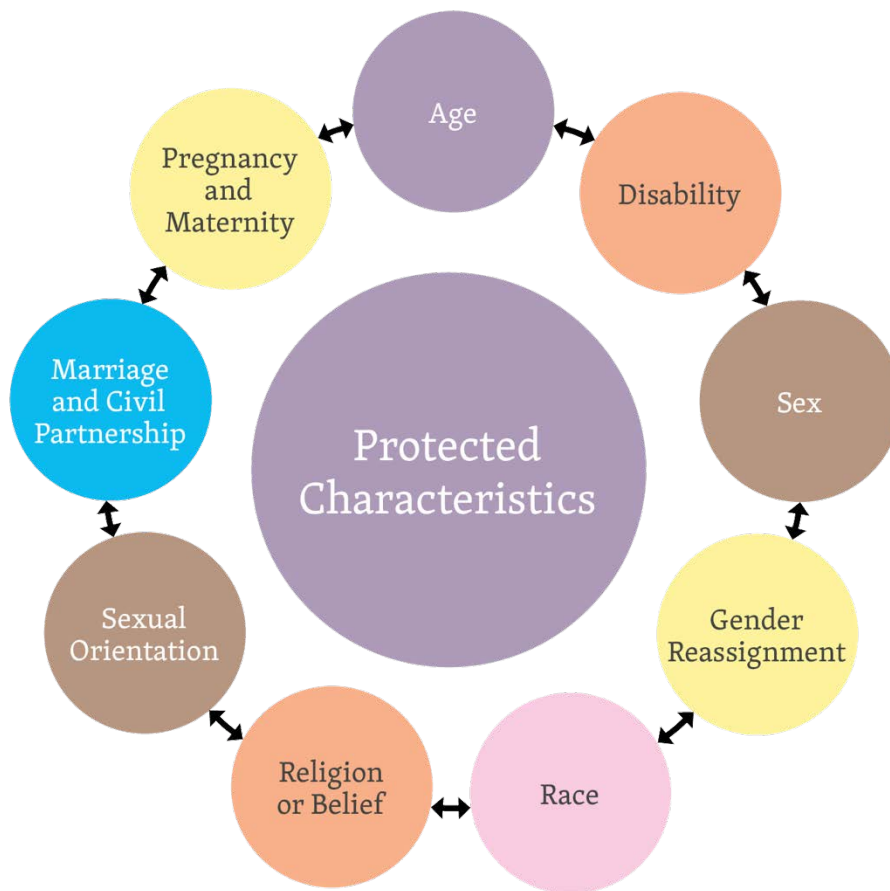
Research ([such as McKinsey 2020](#)) also shows that there is also a clear business case and companies driving D&I perform better. Inclusion contributes to improved financial performance, reputation, talent recruitment, employee engagement and customer loyalty, leading to increased company value.

[Forbes data](#) tells us decisions made and executed by diverse teams deliver 60% better results and inclusive teams make better business decisions 87% of the time.

With recruitment challenges facing the beer and pub sector, taking steps to attract the best employees is more important than ever before. An employer's organisational culture is an increasingly important factor for potential employees and 76% of job seekers [report that a diverse workforce](#) is an important factor when evaluating companies and their job offers.

Legal requirements

At a fundamental level it is important organisations understand their legal responsibilities to uphold diversity and inclusion. The Equality Act 2010 places a duty to not discriminate on the grounds of the nine protected characteristics.



The Equality Act outlines types of discrimination which you legally need to avoid:

- ◆ **Direct Discrimination** (Including discrimination by Association and Perception) occurs when someone is treated less favourably because of a protected characteristic they have or are thought to have.
- ◆ **Indirect Discrimination** can occur when you have a condition, rule, policy or practice that applies to everyone but particularly disadvantages people who share a protected characteristic.
- ◆ **Harassment** is unwanted conduct that has the purpose or effect of creating an intimidating, hostile, degrading, humiliating or offensive environment

Understanding Inclusion

To start taking action around inclusion here is some useful background reading to help you further understand the benefits of championing diversity and inclusion in your business.

- ◆ [What is inclusion?](#) – Inclusive Employers
- ◆ [Diversity, Equity and Inclusion Strategies in Breweries](#) – A toolkit by The Brewers of Europe

2. Beginning your diversity and inclusion journey

Starting the conversation

If you are not sure where to start on your journey, the first step is opening conversations about diversity and inclusion. Share ideas within your organisation on where you are at and how you might move forward.

When having conversations and gathering views try and make sure those involved represent different experiences, outlooks and backgrounds. When it comes to making decisions and enacting change there might be different people round the table, but to truly understand how you might make your organisation more inclusive it is also important to seek a diversity of views and opinions from all levels of the organisation.

Questions to start conversations on diversity and inclusion in your organisation

- ◆ Is the language you use throughout your organisation inclusive?
- ◆ Are team members aware why diversity and inclusion is so important?
- ◆ What is holding you back from making progress in this space?
- ◆ Are your offices and venues inclusive and welcoming for all?
- ◆ Do team members understand their responsibilities and how they can tackle discriminatory language or behaviour?
- ◆ Do team members understand key inclusion concepts including microaggressions, unconscious bias, being an active bystander, allyship, cultural competence?

What can you do today?

Five steps you can take today to get started:

- 1.** Review the [diversity calendar](#) and plan how to recognise or celebrate awareness days or events throughout the year.
- 2.** Look inwards at your training and induction programme. Does it include diversity and inclusion?
- 3.** Does your organisation have strong policies and practises on discrimination and bullying? Is there a clear point of contact and escalation process?
- 4.** Nominate a diversity lead within your organisation who will champion the issues.
- 5.** Assess what information you currently have on diversity and inclusion. What are you missing?

These are actions to help you get started, the rest of this toolkit will help you develop your approach even further.

Information gathering

It can be difficult to know where to start in taking action around inclusion. An important first step is understanding where you are now as a business and where you want to be. The following sources of information can help you know where to target your activity:

- ◆ **Data** – review the data you collect and what it tells you about inclusion. How representative is your team at different levels? Are there any trends or discrepancies in how different groups of people are treated? Review if there are gaps in your data.
- ◆ **Focus groups** – bring team members (and potentially other key stakeholders) together to understand from their perspective how inclusive you are as a business.
- ◆ **Surveys** – information from surveys can give an insight into employee engagement, satisfaction and sense of inclusion, and any issues around discrimination or harassment.

Benchmarking

To give you more information about where you are now and where you want to be undertake some benchmarking activities.

Reach out to other businesses both within and outside of your sector to explore best practice around inclusion.

Participating in a scheme such as [Inclusive Employers Standard](#) can give good insight in to what you do well, areas for development and actions you can take to progress.

3. Charter Commitments – Organisation

i) *Placing diversity and inclusion on board-level agendas and ensuring it forms part of any ongoing business operations and future strategy.*

To make progress around diversity and inclusion it needs to be treated like any other business imperative and factored into strategy, action planning and governance processes.

Developing your strategy

You may choose to embed diversity and inclusion in your overarching organisational strategy or have a dedicated Diversity and Inclusion Strategy. To develop your strategy:

- ◆ Collect information using data, surveys, benchmarking and focus groups.
- ◆ Involve key stakeholders. Undertake workshops with team members and senior leaders.
- ◆ Ensure engagement activities include people from marginalised groups.
- ◆ Develop an Inclusion action plan that reflects your strategy with clear aims and objectives, time frames and responsible leads.
- ◆ Ensure your strategy includes measurables and holds you to account.

We recommend undertaking a workforce survey. [Here](#) is an example of one that has been developed and agreed by the BBPA's Equality, Diversity & Inclusion Working Group to allow for a consistent approach which you are welcome to copy or model yours on. By the end of 2022 we hope to be in a position to collect aggregated data from member surveys as an initial sectoral benchmark to measure against in future years and use to help inform further work.

Embedding diversity and inclusion in business operations

D&I should not be seen as an 'add on' and should be embedded in all of your activities as a business. Ensure all of your leaders understand the value of D&I and commit to embedding it into their area of responsibility. For example how is D&I reflected in your communications, your procurement and supply processes, your building management, your employee journey from recruitment to exit, your IT?

Leadership

One of the first and most important steps is ensuring a lead individual who is accountable for diversity and inclusion at board level. With your board dedicated to discussing actions and progress, strategic plans will consider diversity and inclusion at every stage of development.

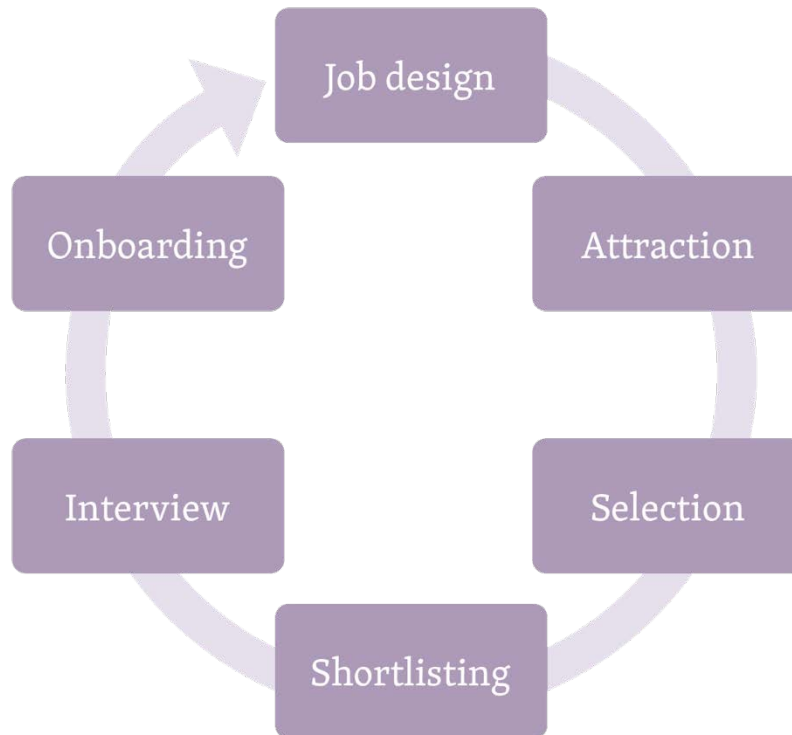
[The inclusion imperative for boards: Redefining board responsibilities to support organizational inclusion](#) - Deloitte

[Planning Your Inclusion & Diversity Strategy](#) - Inclusive Employers

ii) *Attracting and retaining a diverse workforce through recognising and championing the value of a diverse and inclusive workplace.*

The value of having a diverse and inclusive workforce is clear, but taking the steps to create a diverse and inclusive space takes time.

Recruitment is an area where steps can be taken to ensure your workforce is diverse and inclusive. It is important to consider how we can increase inclusion and remove barriers at all stages of the recruitment process.



Job design

Exclusion can occur even before a job is advertised as the job design is often based upon who has done the job previously, who the manager envisages doing the job, or what fits the current status quo. Aspects to consider include:

- ◆ Inclusive language - use everyday language and avoid jargon or language that is specific to your sector. Avoid gendered criteria, research shows that certain terms such as 'competitive' are more likely to attract men for example.
- ◆ Consider pay scale - is it at the right level? When was it last benchmarked?
- ◆ Make the job description available in accessible formats i.e. greyscale/large print.
- ◆ Where possible offer job sharing, flexitime, home-working and be clear in the advert what is expected.

- ◆ Try to keep the selection criteria to a minimum and where possible only have essential criteria. Marginalised people often discount themselves if they do not fulfil over 80% of the criteria so reducing the amount will boost the diversity of applicants.

Attraction

Inclusion practices in attraction and outreach can make a big difference in who applies for your roles:

- ◆ Reach diverse talent - Advertise in a variety of places, reflect on where underrepresented candidates will see ads, use different methods including social media.
- ◆ Share diverse team member stories to highlight role models. Ensure imagery are diverse and representative. Show different people in different roles and levels.
- ◆ Ensure recruitment agencies and internal departments commit to inclusive recruitment.
- ◆ Show your commitment to inclusion through clear statements on your adverts.
- ◆ Ensure ads and website are accessible for disabled people. Communicate the availability of reasonable adjustments for the recruitment process and role.

Shortlisting

There can be a significant impact from bias at shortlisting if the process of decision-making isn't well managed:

- ◆ Have clear criteria and know what you are measuring against. Don't go on 'feelings' or assumptions, use the evidence provided in the application. Record shortlisting to show why you've made your decision.
- ◆ Use 'blind applications' ideally without a name, address, year or institution of qualification.

- ◆ Use application forms that ask competency-based questions.
- ◆ Automatic interview schemes for disabled applicants such as the Disability Confident scheme.
- ◆ Multiple people to shortlist in isolation and then come together to discuss each potential candidate before making a final decision.

Interviewing and assessment

The following steps will help to ensure your selection process is fair and will reduce bias:

- ◆ Training hiring managers in inclusive recruitment and unconscious bias.
- ◆ Use competency-based interview questions.
- ◆ Allow time for the candidate to ask questions.
- ◆ Have a diverse hiring panel – ideally with three people making the decisions. Encourage panellists to challenge each other on decisions/scoring.
- ◆ Use a scoring matrix with defined criteria to reduce subjectivity. Look for evidence to back up decisions.
- ◆ Always document how a decision was made and what the candidate said/did to meet the requirements of the role. Avoid hiring managers saying they have a “gut-feeling” that a candidate is right/wrong for a role.
- ◆ Make sure any reasonable adjustments are implemented ahead of any assessments

[Business Case for Diversity and Inclusion: A Quick Guide](#) – Inclusive Employers

iii) *Appointing a senior leader of the business as a diversity and inclusion champion who regularly engages in training opportunities and events.*

For inclusion to become an everyday reality and part of the DNA of any organisation, leaders need to “lead from the front” and have role model behaviours, that really drive Inclusion and challenge the status quo.

Research shows inclusive leadership is linked to employee belonging, improved decision making, collaboration and team performance.

Although it is the role of all leaders to champion inclusion it can be helpful to appoint a nominated lead. Carry out an internal process where a senior leader either steps forward or is nominated to champion diversity and inclusion for the organisation, with explicit support from the Board. By empowering one individual they can then relay information back to relevant individuals in the organisations to ensure everyone comes on the journey together.

To champion diversity and inclusion Leaders should undertake the following:

- ◆ Use internal and external communications to champion inclusion, to share what action they are taking and to raise awareness.
- ◆ Keep D&I on the agenda through adding it to meeting agendas, action plans, 1-2-1 meetings etc.
- ◆ Commit to their own learning. Programmes such as reverse mentoring can be powerful.
- ◆ Speak up to advocate and challenge.

At the BBPA we work alongside Inclusive Employers who run events and have a deep catalogue of resources that can be tapped into by members

iv) *Creating a culture and environment that fosters inclusion and provides a safe space for all employees.*

Celebrate diversity

It isn't enough to be 'neutral' or to simply avoid exclusion. To be truly inclusive involves taking action to actively celebrate diversity.

A good way to start is to look at the diversity calendar and plan how to recognise or celebrate awareness days or events throughout the year. For example Pride, Black History Month or World Mental Health Day. Activity could include events, displays, sharing blogs or guides or lunch and learn events for team members.

These activities can help to prompt discussion, challenge stereotypes and prejudice, and help people to understand each other.

Inclusive communications

Communications materials and language can inadvertently reinforce stereotypes, derogatory labels and exclude certain groups. They can also be used to celebrate diversity, promote inclusion and challenge stigma. What we say and how we say it has an enormously powerful effect on how people feel. Here are some tips around inclusive communication:

- ◆ Layout, formats and fonts – Arial, Calibri or Verdana are accessible fonts. Font size 12 is the minimum size at which people can read comfortably.
- ◆ Consider whether your communications channels are accessible for audiences with differing needs and abilities. Think about font size and colours on online and printed materials as well as screen readers for websites for example.
- ◆ Images – Ensure you use images that reflect the diversity of your community and that groups are positively portrayed.
- ◆ Clear and simple diagrams can help to convey complex information for different groups. For example, those with learning disabilities.
- ◆ Avoid gendered language – be wary of using terms like ‘chairman,’ instead you can use ‘chairperson’ and for example, writing ‘Dear Sir/Madam’ or ‘he/she’ is not inclusive for non-binary people.
- ◆ Review – Language is dynamic, and what is felt to be inclusive is constantly shifting and changing. Be open to being challenged, to learning from others and commit to staying up to date.

[Five actions you can take to foster inclusion](#) – Chartered Institute of Personal Development

[Exploring the feeling of belonging at work](#) – Inclusive Employers

v) *Taking a zero-tolerance approach to harassment and discrimination of any kind, in your business and at your venues.*

Harassment and discrimination can have a profound impact on people and organisations have a legal responsibility to protect people. Zero-tolerance is about stating clearly that certain behaviours are unacceptable and if they are witnessed or reported then action will be taken.

Two key ways to ensure a zero-tolerance approach is taken.

- ◆ Charging managers with the responsibility for ensuring that employees and customers are neither harassed nor discriminated against.
- ◆ Foster an environment in which there is no tolerance of discriminatory, bullying or harassing behaviour from any team member or customer.

To support these two approaches businesses should undertake the following:

- ◆ Have clear policies and procedures around preventing and responding to harassment and discrimination.
- ◆ Awareness raising activities for team members including clear inductions and training so they understand rights and responsibilities.
- ◆ Escalation processes so victims have clear, accessible routes for reporting confidentially incidents.
- ◆ Have an understanding of hate crimes and when issues need to be reported.

vi) *Ensuring that all employees are aware of their personal responsibility to support diversity and inclusion.*

Progress around equality, diversity and inclusion requires ‘broad ownership’ with employees taking action in every role and organisation. It is essential to have mechanisms in place to ensure all team members are supported to understand their responsibilities.

Training and induction

Necessary [training](#) should be provided to all team members so they are aware of the role they can play to help foster an inclusive workplace. Ideally training should be mandatory and you should consider the need to refresh this training on a regular basis.

Responsibilities around D&I should also be included in all role inductions so team members understand the importance from the start.

Employee engagement

A way to ensure engagement of employees is by involving them in the development of the company policies and practices that support diversity and inclusion. Give them the ability to input, possibly via panel discussions and/or surveys, allowing them to indicate what it means to them. Additionally, add D&I to team meeting agendas and 1-2-1 meetings with staff.

Employee networks

Many organisations have established employee networks to bring team members together to develop practice around D&I. Networks usually bring team members together who share a characteristic (and their allies) to take action around race, gender, disability, sexuality etc. Networks are a great way to engage team members, ensure they help to develop policy and practice, raise awareness and improve practices.

Performance management

If D&I is important to you as an organisation it should be embedded in how employee performance is evaluated including:

- ◆ The competencies that team members are recruited against.
- ◆ Appraisals.
- ◆ Targets and action plans.

3. Charter Commitments – Staff and publican partners

vii) Creating a culture of inclusivity for all employees and ensuring they are all provided with the necessary training, education and help.

Culture change takes time and investment. Good quality training and ongoing supervision around D&I can help with this. See commitment 6 above for more on team member training and engagement.

Employee conversations

In team meetings, 1-2-1s, employee inductions it can be easy to ‘brush over’ D&I to focus on the practicalities of a role. However taking the time to have meaningful conversations is essential in creating change. Here are some suggestions for making any D&I slot more meaningful:

- ◆ Ask a team member to lead on planning a 10-15 minute activity in your team meetings, for example taking the time to watch a short TED talk, do a quiz, have a discussion about an area of inclusion can all help to raise awareness.
- ◆ Discuss what training needs you have as a team around D&I.
- ◆ Look at the Diversity Calendar and discuss how you can recognise or celebrate key upcoming diversity dates.
- ◆ Discuss your team’s culture. Are you as open and reflective as a team as you would like to be? Do you challenge each other in a positive way? Is change something that is welcomed in your team?
- ◆ Discuss customers and reflect on how well you meet different needs.
- ◆ Invite guests to your team meeting. For example, local community organisations who support those from marginalised groups.

Tackling unconscious bias

Unconscious bias is bias that we are unaware of. Bias is different for all of us, but is often completely at odds with our conscious beliefs. It is unlikely that many people get out of bed in the morning planning to treat people unfairly or unequally, but the results of numerous scientific studies show that we do. Our brain makes assumptions, creates shortcuts and puts information into categories to get through day-to-day tasks. This means we also categorise people as good/bad, in/out using pre-defined categories of information based on gender identity, sexuality, age, education, accent, race, physical appearance. These categories and our unconscious bias is shaped by the people around us, our experiences, the media, and society.

There are four steps employees can take in challenging their biases:

1. Accept you have biases

- All of us have biases
- Accepting this encourages openness and avoids defensiveness

2. Identify your biases

- Reflect on your everyday behaviour and your 'gut reactions' to situations
- Think about alternative ways to view the situation
- Take an Implicit Association Test

3. Take action to reduce impact of your biases

- Pause and think. Manage your stress
- Redesign your processes to reduce risk human bias e.g. blind recruitment, evidence based performance management processes.
- Involve more than one person and encourage positive challenge
- Engage with marginalised groups to hear different perspectives

4. Review

- Our biases are not static
- Keep the conversation going
- Keep learning

viii) *Creating a working environment that supports employees to be able to identify, tackle and address any discriminatory or inappropriate behaviours by colleagues or customers.*

The pub and brewing sector has an important role to play in helping to stamp out prejudice, and build diverse and supportive cultures of respect and fairness for all. As pub companies it is important to also support their tenants and lessees to ensure they hold the same commitments as the overall organisation.

Additionally, for managed pubs it is equally important to ensure team members are aware of the commitments to diversity and inclusion to enable them to tackle any issues that may arise.

ix) *Ensuring that our diversity and inclusion policies and principles are shared with our tenants and lessees.*

Similar to ensuring all employees come on your diversity and inclusion journey, the same is the case for your tenants and lessees. One way to do this is to involve them in the process from the beginning. Ask them of their experiences running the pub, what do they want to see changed and what support do they need to ensure they are able to make a positive impact.

3. Charter Commitments – Customers

- x) *Ensuring that our employees do not display any discriminatory behaviours towards customers.*
- xi) *Ensuring employees feel confident and supported to deal with any harassment and discrimination customers may experience in our venues.*

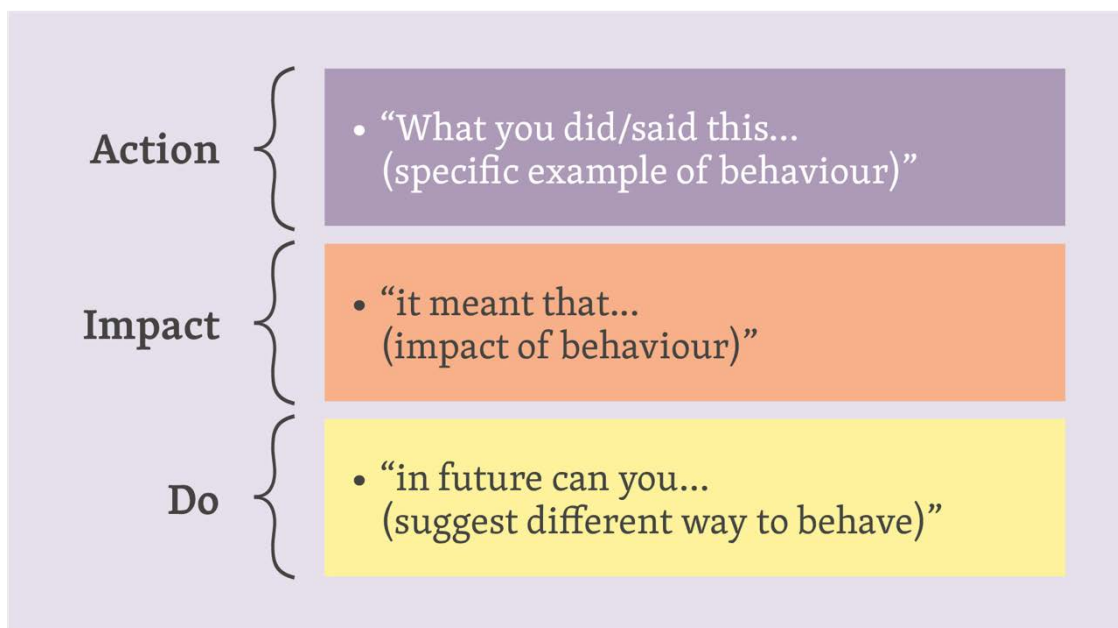
Kickstarting these two commitments comes back to ensuring employees are trained and informed of the organisation's diversity and inclusion policies. Additionally, creating an environment where employees feel they can ask questions to learn about diversity and inclusion to ensure they are not acting discriminatorily.

Build partnerships

Develop links with local organisations who have expertise in particular areas, such as LGBTQIA+ organisations, disability charities and migrant refugee community organisations.

Positive challenge

It can be extremely challenging to tackle inappropriate behaviour. One technique which people find beneficial is **the AID Model**:



xii) Creating an inclusive environment where all customers visiting our venues feel welcome.

Publicising the positive work organisations are doing to implement diversity and inclusion strategies will help inform consumers that everyone is welcome to your venues. We hope this will be the perception of all pubs as a result of the work we are doing to ensure all our venues are open to all.

Creating inclusive environments

Buildings and environments can really shape how welcome and included people feel. Here are some suggestions for ways you can promote inclusion through your physical space:

- ◆ Images such as welcome signs and rainbow flags are reflective of our diverse society.

- ◆ Translating important information into different languages.
- ◆ Displaying signs on your bathroom facilities to communicate clearly that team members and customers are welcome to use the facility that best fits their gender identity.
- ◆ Ready-to-print signs are available online for example from Stonewall.
- ◆ Create wall displays in office spaces for important diversity dates, such as International Women's Day, Black History Month.
- ◆ **Accessibility for visible and non-visible disabilities:** walk around your space and try to see it through the eye of someone with different disabilities. For example, how would someone with autism experience the space? Can they access any quiet, calm spaces.

Organisations currently working to ensure venues are safe and welcoming include:

- ◆ [National Pubwatch](#), a voluntary organisation set up to promote best practice through supporting the work of local Pubwatch Schemes, aims to achieve a safer drinking environment in all licensed premises throughout the UK. Many of their resources and schemes are positive initiatives to implement within pubs to ensure customers feel welcome and team members feel valued.
- ◆ [Best Bar None](#) is an accreditation initiative which helps customers to identify well-run pubs, bars, clubs and other businesses that serve alcohol. It is supported by the Home Office as well as the drinks and hospitality industries. The accreditation assesses against four themes:
 - ◆ **Venue management:** assesses security measures and steps taken to reduce noise, litter and other effects the business may have.
 - ◆ **Staff training and care:** considers how team members are supported by the business to perform their role, develop and grow, and to protect their wellbeing.

- ◆ **Customer safety and welfare:** reviews how well the venue takes care of its customers including preventing alcohol being sold to those under 18.
- ◆ **Customer service and community:** recognises that businesses work hard to provide a warm welcome to their customers and the communities they are part of.

Accreditation lasts for a year, and the assessment is regularly updated to ensure current priorities such as the safety of women and girls are included. Every accredited business receives a personalised report with advice and ideas about how to provide an even safer and more welcoming place for customers to have fun and socialise.

Additionally, there are also a few initiatives currently which pubs can expressly support to show customers that their venue is a safe and welcoming place.

- ◆ [Ask for Clive](#) is a charity that partners with venues to promote inclusion and to create welcoming environments for the LGBT+ community. Signing up to initiatives such as this demonstrates that a venue is open to all and helps to ensure visiting customers feel welcome.
- ◆ [‘Ask for Angela’](#) which is a safety initiative being rolled out to bars, clubs and other licensed businesses across the country. People who feel unsafe, vulnerable or threatened can discreetly seek help by approaching a member of the venue’s team and asking them for ‘Angela’. This code-phrase will indicate to the team member that they require help with their situation and a trained team member will then look to support and assist them. This might be through reuniting them with a friend, seeing them to a taxi, or by calling venue security and/or the police.

4. What next?

Hopefully the toolkit has provided you with resources to either begin or progress your diversity and inclusion journey. The below resources will help you continue to drive diversity and inclusion within your organisation.

Organisation	Information
<u>Inclusive Employers</u>	A membership organisation for employers looking to build inclusive workplaces. They offer consultancy, training and thought leadership, to help you make inclusion an everyday reality at your place of work.
<u>ENEI</u>	A not-for-profit organisation that helps employers build and maintain diverse teams and inclusive cultures through our membership, training, and consultancy services.
<u>Open To Everyone Closed To Racism</u>	Their a simple aim. Help small businesses to take a stand against racism.
<u>WiTHL</u>	Their mission is to support companies across the Hospitality, Travel and Leisure industry to create diverse and inclusive environments and to positively impact five million employees globally by 2025.
<u>Charlotte Sweeney Associates</u>	Leading change from the inside in businesses and organisations, both in the UK and across the world.

<u>BE Inclusive Hospitality</u>	A not-for-profit organisation with a mission to accelerate racial equality in the Hospitality sector.
<u>Citizens Advice Bureau</u>	Offers free, confidential information and advice to assist people with legal, money, legal, consumer and other problems.
<u>Stonewall</u>	Works to achieve equality and justice for LGBTQ+ people
<u>British Dyslexia Association</u>	Provides support and information to all those with dyslexia, as well as to professionals in health, education and employment.
<u>Rights of Women</u>	Provides legal advice for women.
<u>Mind</u>	Work for a better life for the estimated one in four people who will experience mental or emotional stress at some time in their lives
<u>Race Equality Foundation</u>	Seeks to explore discrimination and disadvantage, and use that knowledge to help overcome barriers and promote race equality in health, housing and social care.
<u>Working Families</u>	Helps children by working parents and carers, and their employers, to find a better balance between responsibilities at home and at work.
National Child Protection Helpline (0800 800 5000)	A free, confidential service for anyone concerned about children at risk, including children themselves.
<u>The Disabled Living Foundation</u>	Free, impartial advice about all types of equipment for disabled people, their carers and families.



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