

**Interview with Tim, Radius Consultant (“T”)
and
Francis Theuri, Race Ethnicity and Cultural Heritage [REACH] ERG Co-Lead, Diageo Plc (“FT”)**

Names	Commentary
T	I'm Tim from Radius and today I'm here with Francis from Diageo. So, would you like to introduce yourself to our listeners?
FT	Yeah, absolutely. Thanks for having me. So, I'm Francis Theuri. I'm born and raised in Kenya and the Co-Lead of what we call the REACH Employee Resource Group which is Race, Ethnicity and Cultural Heritage.
T	And for anyone who is not familiar with Diageo and doesn't have a counter top that looks like this – like I do – could you explain a bit about the company?
FT	Yes. So, Diageo is a leading drinks company. We have about 180 markets that we operate in and over 200 brands and some of the big brands that many of you would know would be Johnnie Walker, Baileys, Smirnoff and Guinness.
T	So, it's really interesting to hear that your network was born out of an event that looked at intersectionality and how you really continued that throughout, you know from doing mental health and looking at women's events as well and intersectionality is something that we talk about on the course and is also, can be such a buzz word in you know in diversity inclusion and in HR but it's so good to see it practically applied. How important do you think the idea of intersectionality has been to your network?
FT	Yeah. So, I think we realised that in more ways than one, we have a lot of members who are members of other employee resource groups. For instance, we have members who are also Rainbow Network members which is our LGBT+ Resource Group. We have obviously women who are part of our Spirited Women employee resource group. So it's kind of part and parcel of every kind of conversation we have and every intervention...we talk about interventions.
T	Mmm.
FT	It will feature in all of our events. I mean, very recently, we are now establishing a kind of black gay cohort that's looking and the Rainbow Network and REACH coming together to say...
T	Mmm.
FT	...how do we elevate and educate on black gay community and what black gay communities do in the UK. So, yes, I think it's like critically what...
T	That sounds so interesting. And do you think that's easier to do in a city, cos we're in London right now. Is that something that you're going to look to try and move across the whole organisation?
FT	Yeah. So, it's definitely easier to start in a city like London but it's something that we are speaking to colleagues more or less in Europe...
T	Mmm, mmm.
FT	...to begin with. We have actually had some interesting conversations with our colleagues in North America; in how we could partner in some of these events of these interventions. So, yeah, it's definitely something we're gonna start small and perfect before we spread to the entire world...
T	Mmm.

FT ...so, yeah, starting with our doorstep.

T Good. And it's...thinking about that timeline that you showed us...

FT Yes.

T ...when you came on the Radius Employee Network Leadership Programme, that was probably somewhere in the middle of that timeline...

FT Exactly.

T ...so, what kind of impact has it had on you and the network?

FT Oh massively. I think probably so that first when we was talking about, when we sat down and really said about our vision, our mission and our goals; really defining who we were and what we were about. Coming up with our Committees, sorry...

T Mmm.

FT ...coming up with our activity calendar and none of that would have actually been possible without the training that we were getting from Radius. So, a lot of that was feeding back and saying, guys I think we need to be a bit more structured. So, the questions that we were raising during training were being answered. So, we had some challenges on budget, which everyone has.

T Mmm. Yeah.

FT And how do you create a business case. So, I know one of the case studies we're gonna talk about was how we came up with a business case was based on the training that we got from Radius, from the Radius Programme.

T That's really good to hear. And that sounds like a great segway as well. So, shall we go onto these case studies?

FT Yeah, we can.

T Okay, great. Okay, so you mentioned a couple of case studies that you're going to talk about. The first of which I believe was about helping employees that have been transferred from overseas and coming to a big, unfamiliar city. So, can you tell us about the background for that and what you, as a network, were able to achieve?

FT Yeah, absolutely. So, during the launch, the launch of the network I spoke about, the really successful one, we had an employee coming from our Nigeria office to the London office, share the experience that he had and the challenges that he faced when moving here. And sort of, things that he thought would make that smoother and more engaging or a better experience for others.

T Mmm.

FT Now, as you know, employee experience actually and engagement really affects productivity. So, what our sponsor did – our Chief Human Resource Director did – was to establish a Task Force which was led by our Employee Resource Group.

T Mmm, mmm.

FT And, started to looked at...to get feedback from various people that had been seconded to our London office...

T Yup.

FT ...and to look for way in which we could improve this and out of that came the Top Tips – a document – the Top Tips for Moving to London, which was imbedded in our Employee System called Workday.

T Mmm, mmm.

FT And that counts as an education whenever someone is onboarded...Line Managers and employees can refer to it at any given time. Then, on top of that, we also established a Mentorship or a Buddies Programme...

T Mmm, mmm.

FT ...a Buddies system where REACH members would be linked with someone that's coming, moving to London and just have an open and informal type of conversations or relationship where they could ask anything that they are struggling with...

T Mmm.

FT ...and have that help nearby or available to them.

T That sounds so good cos I think with employee networks, we're often very focused on specific metrics...

FT Mmm.

T ...like diversity of recruitment or promotion but the cultural impact you can have as well by saying, well we understand a point of view you might not be familiar with is a real good bonus to having that work I think.

FT Exactly, yes. And it is enabling them to get the best out of that experience and to live, you know, their best life...

T Mmm, mmm.

FT ...as some people would call it and just be as productive as it could be is really important, not only for the employee but also the company.

T Yeah. And I think, in a similar vein to that, your next example...

FT Mmm, mmm.

T ...of a case study is also about cultural understanding, but this time in a marketing space and I believe you were able to do that with your efforts around the Notting Hill Carnival?

FT Correct. So, Notting Hill Carnival is one of the best festivals in Europe; I think it's the biggest festival in Europe...

T Mmm.

FT ...attracting about 2.5 to 3 million people annually. So we spoke with our Marketing Commercial Teams and realised that they were a target...they wanted to use a whisky brand to, sort of, promote a whisky brand for the event but, having Caribbean members in our Employee Resource Group but also understanding the culture, what we advised them is pair that with a rum brand and we have a fantastic rum brand called Captain Morgan – which is probably many people have sampled.

T I have.

[Laughter]

FT So, it's a really popular drink in the community and once we brought that to the event, it was really a big hit so we not only, you know, had something where we were showing we were connected to the community but also we actually had a fantastic result...

T Mmm.

FT ...from a commercial perspective for Diageo.

T That's great. So, thanks for sharing those case studies with us. Is there anything, kind of, that's in your head for what you want to achieve next in the future or to continue demonstrating the impact you've had in the organisation because seeing what you've done so far is quite impressive.

FT Yeah. So, I mean, there are many things. We do want to play an active role in talent development, so professional development of our members...of ethnic, diverse employees.

T Mmm.

FT We are taking part in making sure that people are self-declaring in race statistics, so we can be able to see how well they are developing...

T Mmm.

FT ...our diverse employees. And also, from a commercial perspective, we are looking at every single sort of cultural celebration that we normally have in London, whether it's Chinese New Year...

T Mmm, mmm.

FT ...and pairing that with the right brands, so like Johnnie Walker. Or Diwali itself where, you know, most of the members of that community also largely what that consists of...making sure that we have the right brand represented in the right cultural event and getting the best out of that from a commercial perspective for Diageo.

T Yup. Right. Thanks very much. Thanks for talking to me. Great examples.

FT Thank you.