

Red Stripe formalizes DEI strategy with support from McLean & Company

Results



Accelerated the formalization of DEI strategy using McLean & Company best practices and advisory services



Leveraged DEI diagnostic program to assess current state and guide efforts



Participated in focus groups to gather critical employee insight



Used workshops to train employees and build a common DEI foundation

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Patricia Lacey

Manager of People and Organization Development
Red Stripe



MEMBER

Patricia Lacey, Manager of People and Organization Development, Red Stripe

INDUSTRY

Food & Beverage

MCLEAN & COMPANY SOLUTIONS

- [DEI Diagnostic Assessment](#)
- [DEI Focus Groups](#)
- [DEI Workshop](#)

About Red Stripe

First brewed in Jamaica in 1928 by Desnoes & Geddes, Red Stripe beer is an award-winning lager recognized around the world for its distinctive striped label, squat brown bottle, and crisp, refreshing taste. Now owned by Heineken, Red Stripe's global brewing operations remain in Jamaica where the iconic brand is a source of local pride.

The company's commitment to Jamaica and its Red Stripe employees was evidenced recently in its \$134-million investment in a state-of-the-art employee

campus, featuring a multi-purpose sports facility, complete with jogging track, basketball court, and football field, as well as a high-tech sports bar and modern cafeteria, all designed to support employee health and wellness.

In a further commitment to the wellbeing of its employees, Red Stripe leadership recently made diversity, equity, and inclusion (DEI) a strategic priority, with the goal of building a greater sense of community, trust, and belonging.

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HR leader Patricia Lacey guides her organization on a transformative journey to build a DEI strategy with an experienced partner

Tasked with heading up the DEI initiative at Red Stripe in late 2020 was Patricia Lacey, Manager of People and Organizational Development. Lacey wasn't sure where to begin. She began looking for resources to support the initiative, investigating advisory firms and requesting proposals and estimates. After careful consideration, Lacey and her team selected McLean & Company, an HR research and advisory firm that offered the right services at the right price. McLean & Company provided a "one-stop-shop" approach, with best-practice research, diagnostics, workshops, and consulting services.

Developing a DEI strategy from scratch was a formidable task, and Lacey credits McLean with helping them take a step-by-step approach to building a solid DEI foundation. "Our progress is largely due to the support that we've received from McLean & Company. Their understanding and level of engagement have been critical," said Lacey. She noted in particular the value of having a dedicated McLean advisor to support Red Stripe throughout the initiative: "It is so beneficial to have a dedicated point of contact to support us and provide all the resources we need."

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A journey of 1,000 miles...

An expert team from McLean & Company helped Red Stripe take that proverbial first step, starting with McLean & Company's DEI diagnostic program. The survey-based assessment allows an organization to gather feedback on the current state of DEI engagement, understand where to target its efforts, and establish a benchmark to measure the impact of the initiative. "One of the most powerful things for us was the value of assessing where we were on the DEI journey so we could know where we needed to focus," said Lacey.

Once the team received and assessed the survey results, they followed up with focus groups facilitated by McLean & Company to gather additional insight from employees. Lacey commented on the value of the

sessions: "It was so good to hear the different perspectives and to understand some of the issues. Male and female experiences were so starkly different around themes of trust and development. That helped us shape our priorities in terms of what we need to work on."

Having identified its DEI gaps, Red Stripe's next step was an eight-day workshop, which provided foundational DEI training for employees. McLean & Company workshops feature intensive, collaborative sessions led by experienced facilitators using materials that have been built on industry best practices. "The McLean facilitator made it interesting and fun, so employees were willing to take the time for it," said Lacey.

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Culture change requires patience and persistence

Building a culture of inclusion that focuses on equity and diversity requires the willingness to challenge norms and encourage change. Lacey explained how Red Stripe planned to effect that change: “It’s about creating a culture of understanding and an environment where people feel a strong sense of belonging. We started out focusing only on numbers, such as diversity targets for hiring. But employees won’t stay if you don’t build up the culture too. We need to focus on creating a great experience for our employees and make inclusion come to life within the organization.”

While Red Stripe made great strides in quickly formalizing a DEI strategy, Lacey and her team learned early that change does not happen overnight: “McLean helped us realize that this is going to be a journey, which helped us manage our own expectations and develop more of a long-term plan.

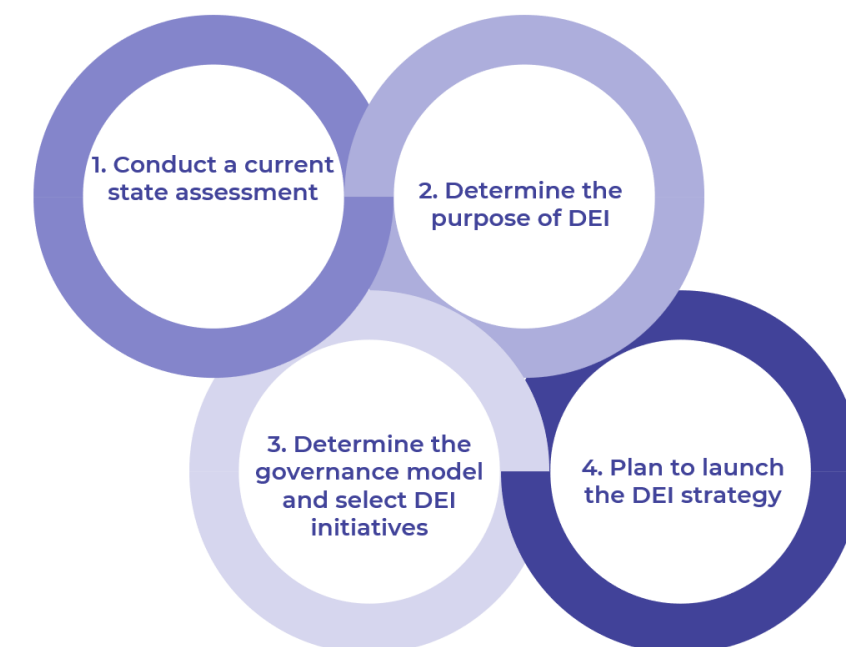
We’re still in the early stages, but we have a better understanding of what we need to focus on in order to create a sense of inclusion and belonging. McLean really helped us with that journey.” She added, “I can begin to feel the shift already.”

As she reflects on what she has learned and on the journey ahead, Lacey stressed the importance of bringing diversity, equity, and inclusion into daily work activities, behaviors, and values across the organization: “This can’t be an HR initiative only – everybody needs to recognize that they have a role to play. Our top managers are learning to lead by example, and we are supporting them with the information they need. Diversity, equity, and inclusion – our goal is to bring this to life at Red Stripe in everyday practices. It may be in small ways, but it will add up to transformative change over time.”

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