

Johnson & Johnson Family Group of Companies in New Zealand

Emerging Diversity and Inclusion

Building a culture where everyone feels as though they belong was behind a series of initiatives launched by the Johnson & Johnson Family Group of Companies in New Zealand.

Specifically, the initiatives have seen the launch of an e-learning module to address unconscious bias, the adoption of a Māori Responsiveness Strategy, promoted gender equality, offered an enhanced parental leave scheme, and support for those experiencing violence or abuse in their personal lives.

In New Zealand, the company has 171 employees working across three sectors; Medical Devices, Consumer and Janssen Pharmaceuticals. The 2017 launch of the company's Diversity and Inclusion Strategy addressed three main areas; building a culture of inclusion, Māori engagement; and gender equality and workplace flexibility.

Janssen Pharmaceuticals New Zealand Commercial Manager Liz Naylor says the vision for diversity and inclusion is for every person to use their unique experiences and backgrounds to spark solutions that create a better, healthier world.

"While the industries we operate in are disparate, all products and services across our sectors are anchored in improving human health care and wellbeing in Aotearoa. We felt the initiatives launched in 2017 would enable us to deliver consistency internally on our diversity and inclusion vision and mission, while also bringing value externally to the New Zealand customers and patients we serve," she says.

The focus on building a more inclusive culture led to the development of the New Zealand Aotearoa Diversity and Inclusion Committee, responsible for building inclusive leadership competencies by providing workshops on the topic for people leaders, implementing a unconscious bias e-learning module for all employees and managers, and developing a diversity and inclusion toolkit for all people leaders.

Kaneke (moving forward as one), the company's Māori Responsiveness Strategy, was launched at the end of 2017. It aims to build the organisation's understanding and internal capability of Te Ao Māori, and engage the workforce to deepen its knowledge of Māori health needs, and the drivers of disparities in Māori health outcomes.

"It was linked to our diversity and inclusion strategy to engage employees, community, customers and Government bodies to improve the outcomes for all stakeholders," says Leeson Brook, Country Manager for the Pacific region. "Kaneke's development involved many aspects including the most recent translation of our Company Values (Our Credo) into Te Reo Māori." The launch event was attended by employees and community members, and included the unveiling of a waka carved from native Kauri by master carver Tupari Te Whata, as a symbol of Kaneke. Is it now displayed at the Auckland head office.

"Accountability for the success of Kaneke is high. In 2018, the New Zealand Leadership Team (NZLT) will continue to engage, contribute and champion our Māori engagement strategy and encourage participation by colleagues through online and in-person trainings and meetings where Māori culture and customs are acknowledged and practiced," says Juliet Hull, General Manager & Country Director, Johnson & Johnson Medical Devices.

New Zealand's high rate of family violence led to the adoption of a Domestic and Family Violence Policy. The policy recognises that violence or abuse in an employee's personal life may have a significant impact and affect their attendance and/or performance at work and allows for 10 days paid leave. It also includes training (by an external provider) to educate and raise awareness of domestic and family violence situations, and to give information on how to support employees experiencing these challenges.

The personal lives of employees are further supported through an enhanced parental leave policy that gives 14 weeks paid leave for mothers and eight weeks paid bonding leave for partners. All employees can purchase extra leave throughout the year, on top of the statutory weeks of paid leave. The initiatives have had the full support of the leadership team.

"One of the NZLT members who has become a new parent himself has set an example by taking bonding leave," says New Zealand Human Resources Leader Clive Pinto.

Staff engagement figures have improved since the initiatives were introduced. An employee engagement survey measured diversity and inclusion and found that 84 per cent of employees felt J&J was diverse and inclusive. Several employee resource groups have grown out of the inclusiveness strategy, including Open and Out (designed to enhance the J&J Employee Network for the LGBTQI Community) and Women's Leadership and Inclusion, which aims to achieve gender equality across the business.

Clive says there has been positive feedback, especially from staff who have taken advantage of the new leave policies.

"Employees taking additional purchased leave have commented the policy enables them to spend more time with family members throughout the year - avoiding burnout. Employees returning from leave have contributed in terms of productivity and energy knowing that they did not have to rush back to work one week after the birth of a new-born."

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