

How colleague voice is making a difference at Zoetis UK





ipa

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About the IPA

The IPA exists to promote the involvement and participation of employees in their places of work, and through doing so improve the quality of working lives. The IPA is Britain's leading organisation delivering partnership, consultation and employee engagement in the workplace.

Through our research and practice we develop new ways of working, based on trust and collaboration that deliver better workplaces and better outcomes – employee wellbeing, increased productivity and improved services.

The IPA is a not-for-profit organisation, funded by membership subscriptions and fee income from consultancy, training and research services. We are one of the few 'open spaces' in the UK where employers, trade unionists and other workplace representatives, academics, legal experts, human resource and employment specialists can come together with politicians and policymakers to discuss and debate employment issues and policy.

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Background

With over 65 years' experience, Zoetis works in more than 100 countries to discover, develop, manufacture and deliver medicines, vaccines and diagnostic products, complemented by biodevices, genetic tests and precision livestock farming, to veterinarians, livestock producers and people who raise and care for farm and companion animals.

The Company has some 11,300 colleagues across the globe. In the UK their HQ is located in Leatherhead and field teams operate around the country.

Zoetis have a set of Core Beliefs clearly set out on their website www.zoetis.com that are part of a promise that they make to their customers, investors and partners, and to each other as members of One Zoetis team.

Core Beliefs

The Colleagues Make the Difference

The colleagues distinguish Zoetis from the competition. They grow the company when they create an environment where colleagues excel.

Always Do the Right Thing

Integrity is the guiding principle for all the decisions and relationships. They are honest and trustworthy in the words and actions.

Customer Obsessed

They are passionate about the customers and the animals in their care. The customers come first, and when they succeed, they succeed.

Run It Like You Own It

They take ownership to deliver results that matter. They constantly pursue faster, simpler and better ways of doing business.

We Are One Zoetis

Zoetis is much more than the sum of its parts. They work together with a common purpose, sharing knowledge and resources for the best interest of the company as a whole.

OUR COLLEAGUES
MAKE THE DIFFERENCE

ALWAYS DO THE
RIGHT THING

CUSTOMER OBSESSED

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WE ARE ONE ZOETIS

Colleagues Make the Difference

The Zoetis Core Beliefs include, 'the Colleagues Make the Difference', the organisation understands how having a diverse and inclusive team contributes to the success of the business and their Diversity, Equality and Inclusion aspirations are set out later in this report. The aim of the organisation is to create an environment where colleagues feel valued and cared for and understand the important role they each play in embracing diversity to improve the quality of innovation, collaboration and relationships. Supporting this aim is the Zoetis UK Colleague Forum.

Establishing the Zoetis UK Colleague Forum

The Zoetis UK Colleague Forum was formed in 2013 and is a partnership between representatives of UK colleagues and Zoetis to provide an open and honest arena for communication that helps to build a culture of transparency, trust and inclusion.

The Colleague Forum is made up of 6 Colleague Representatives, each representing all colleagues in an area of the business, and 4 Management Representatives as below:

- Zoetis Manager Representative
- Zoetis Leadership Team Representative
- Zoetis HR Representative
- Zoetis Communications Representative

The Colleague Forum Representatives meet with Zoetis Management Representatives quarterly. These meetings are an open and honest environment where the members discuss 'hot topics' and strategic business priorities. Additionally, Colleague Forum Representatives are consulted on organisation or business changes impacting the colleagues they represent.

The Colleague Forum works to help colleagues understand business issues and change and to present the ideas, views and concerns of colleagues to management with the aim of gaining a mutually beneficial understanding of all aspects of Zoetis' business.

Election of the Colleague Forum representatives is managed by an independent scrutineer, and IPA were commissioned to undertake this role when the Forum was established and have supported the regular election of Colleague Forum representatives ever since. IPA were also commissioned to provide independent and specialist training for these elected representatives to ensure that they had the tools and techniques to undertake the role effectively.

From the outset Zoetis were keen to establish the Colleague Forum using IPA's knowledge and experience of good practise in order to avoid the common pitfalls organisations can sometimes encounter, such as:

- An agenda that doesn't include strategic issues.
- Representatives bringing wish lists of requests from colleagues.
- Representatives only bringing complaints from the minority of disengaged colleagues.
- A forum that does not understand it has a key role in ideas and innovation.
- A forum that weakens rather than strengthens the relationships between colleagues and their line manager.

In order to help avoid these pitfalls, the initial Stage 1 training, and subsequent refresher workshops, delivered by IPA provided the Colleague Forum representatives with:

- A clear vision of what the forum can achieve.
- A series of tools and techniques to use, in conjunction with managers, to achieve the vision.
- A strategy for communicating with colleagues before and after meetings.
- The confidence to communicate with colleagues and managers.
- Tools for them to use to ensure that all colleagues are represented.
- A better understanding of how to approach organisational change and help colleagues and managers achieve better business outcomes.

Zoetis then commissioned Stage 2 of the IPA training which additionally provided Colleague Forum representatives with:

- A refresher of the key points of the first training programme.
- A deeper analysis of the tools and techniques and their use based on representatives' own experiences.
- A detailed understanding of leadership and how strategic decisions go from an idea to an implementation.
- The confidence to hold challenging conversations, particularly with the representatives' own constituents.
- An understanding of how to use conscious inclusion as a means of building important relationships.
- A detailed exploration of the role of line management at the operational level in order to engage them more effectively.

Awareness workshops were also provided for Zoetis management that ensured everyone in Zoetis had a clear understanding of their different roles in achieving the aims of the Colleague Forum, and had a shared understanding of the Colleague Forum's purpose. The managers were fully supported to develop a knowledge and understanding of:

- What the Colleague Forum and its representatives can achieve.
- The tools and techniques the representatives had been trained in and how they would work with managers as a team.
- The representatives' strategy for communicating with colleagues before and after meetings.
- How to constructively challenge the representatives if they are not using the tools and techniques to help managers solve problems.
- Why the representatives must ensure that all colleagues are represented.
- How the representatives can help both colleagues and managers to achieve better business outcomes.

Two of the tools that IPA were able to provide for the Colleague Forum representatives to use were the 15 Strategic Questions and the Hot Topics Request, and Zoetis have reported that these have proven effective in delivering greater understanding of the management decision making process and in identifying the important issues facing the organisation.

The 15 Strategic Questions can be used by both Colleague Forum representatives and managers to fill any communication gaps and ensure that all colleagues are fully informed about the strategic decision making process that Zoetis managers follow. The dilemmas facing the managers are explored with honesty and empathy and communicated through a bullet-point based fact sheet. Using these questions as a template gives the Colleague Forum representatives confidence to express their own ideas for achieving organisational change and influence the thinking of the senior managers. This has built a level of trust that provides the senior managers with greater confidence to listen and act on the suggestions of the representatives whenever it is possible.

Colleagues in Zoetis are kept engaged by the Colleague Forum representatives through a regular request for Hot Topics and ideas for innovation. The representatives ask their constituents three simple questions:

- What are the Hot Topics in your part of the business?
- Have you had any good experiences recently or examples of good practice in your area that can be shared?
- Do you have any ideas that might help your colleagues and Zoetis to work more effectively?

As with any innovation, it has taken time and persistence for colleagues to become used to these requests, but the Colleague Forum has avoided becoming a talking shop focused solely on problems and complaints. Colleagues still have those issues, but the Colleague Forum representatives are able to help them to refer these to appropriate line managers, after thinking about potential solutions to any problem.

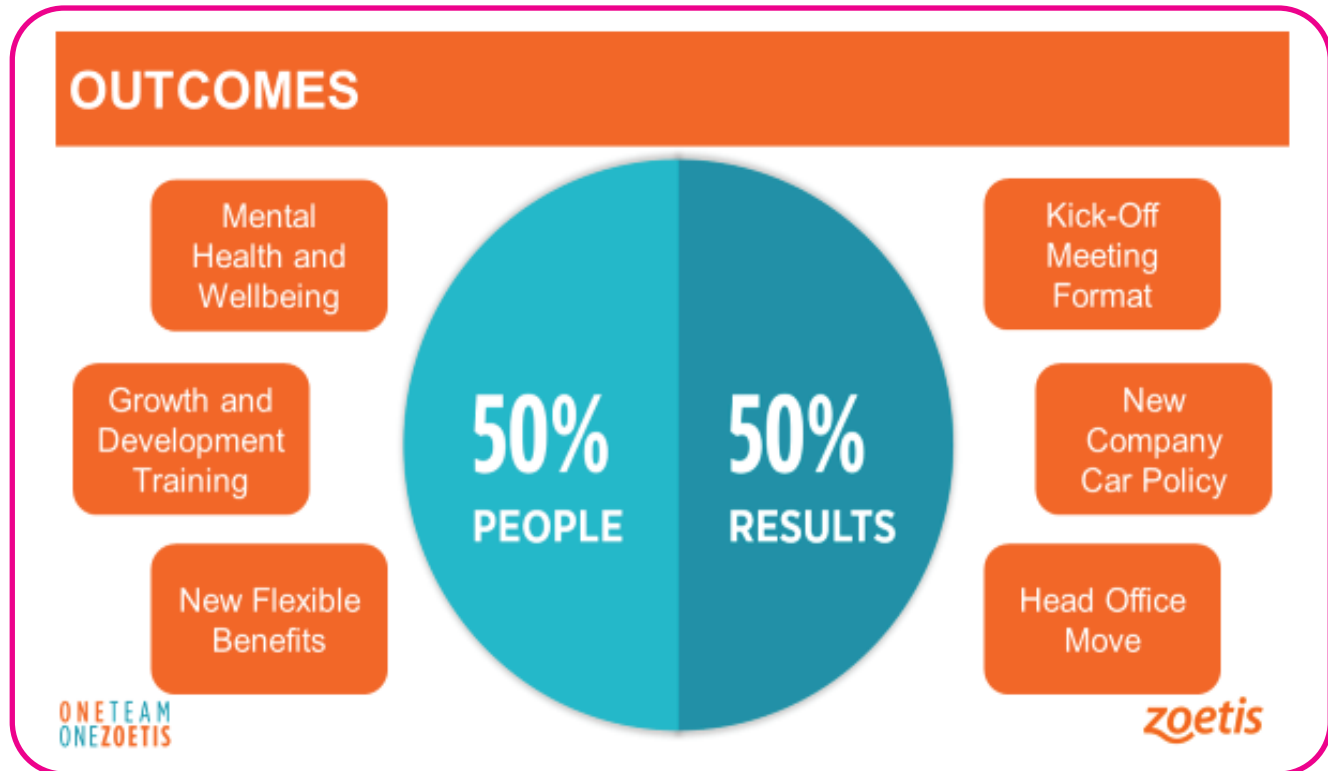
Scott Price, Colleague Forum Representative and Chair

"My time on the Colleague Forum has been very rewarding and has not only given me a real insight into other areas of the business and the decision-making process but has also given me the opportunity to influence this.

The company have demonstrated a true commitment to listening to the views of colleagues through the forum representatives by ensuring that regular meetings are held and by acting on the feedback given. The meetings are very relaxed and provide an environment where both the colleague and management representatives can be open and honest with each other, even when there are challenging issues to discuss, and this has only improved as time has gone on. A particular highlight is the work that has been invested in mental health and wellbeing; this initially stemmed from a colleague suggestion which was subsequently put forward at the forum and has really taken off since then with continual investment and focus by Zoetis. This is a real example that there is an opportunity for all colleagues, regardless of role, to put forward ideas for the benefit of business as a whole. The partnership between colleagues and management through the forum is an asset to Zoetis and something that I believe would be of benefit to all companies."

Achievements of the Zoetis UK Colleague Forum

Over the past years the Colleague Forum have worked across a number of areas to support change and enhance ways of working. Some examples are:



The Company Car Scheme

The UK Colleague Forum Representatives presented a business case for changing the current company car scheme. This included suggestions about the level of company car allowance as this had not been reviewed for a number of years, the type of cars available, and an analysis of the service from the current fleet provider.

Zoetis considered the case carefully and worked with the Global Procurement and Global Compensation teams to successfully review the UK company car allowances and services.

The shared objectives for the review were established through discussion between the management and Colleague Forum representatives.

- The new scheme would aim to ensure that the company car level is offered at a benchmarked rate amongst the industry to attract and retain colleagues.
- To treat colleagues fairly and equally.
- Make it easier to get things done for all colleagues by ensuring that the proposal does not incur any more administrative burden.

The Colleague Forum Representatives were integral to achieving a positive business outcome thanks to their proactiveness and well thought out presentation to the Management Representatives.

Mental Health & Wellbeing

Colleague Forum Representatives presented a business case for providing further support for Colleagues' Mental Health. They presented a business case and suggestions for how to implement support such as updates on the topic, support through the existing Employee Assistance Program and training for people managers on how to spot the signs of mental ill health.

The Company then went on to roll out training for not only managers but all Zoetis UK colleagues on mental health, this training was then followed up with monthly emails to keep the topic front of mind. Support has continued with the introduction of Mental Health First Aiders who now act as the Company's Wellbeing Champions, sharing weekly updates on different aspects of wellbeing and providing workshops for colleagues.

This has been a successful initiative that was proposed by the Colleague Forum Representatives and has really made a difference to the company culture and how colleagues are supported.

Ally Anderson, Colleague Forum Representative

"I have really enjoyed my time on the Colleague Forum over the past few years. There are numerous examples of topics that were raised by the Colleague Forum which have now been integrated into the daily running of the business, such as the focus on Mental Health and Wellbeing and I am proud of what we have achieved as a group.

I believe that having strong communication between colleagues and management has really benefited the business as it has created an open environment and people feel more valued when they see ideas that they have put forward being implemented across the business. The forum also helps when the management team are making changes to the business as we are able to flag potential difficulties and ensure the reasons behind changes are communicated so that people have a better understanding of why things are happening.

Being able to represent the views of my colleagues and to raise any ideas or issues they have was a big motivator for standing as a representative. One aspect that I did not predict when I took on the role is the number of people who have reached out for help and advice, and I have really valued being in a position where I could help people solve a problem or point them in the right direction for gaining further advice. Being a CF member has allowed me to get to know a range of people from across the business and I have enjoyed working as part of the team. I have also had the opportunity to attend various extra training sessions and the whole experience has really helped my personal development."

Employee Training & Development

During the first meeting of the newly formed Colleague Forum, one of the first topics raised was employee development, and the group discussed the possibility of all employee training in soft skills. Following this the Colleague Forum reviewed the proposed options available for colleagues and a plan was put in place to offer 3 training sessions on the following topics:

- Providing Constructive Feedback
- Time Management
- Change Management

The Colleague Forum acted as the pilot group and undertook the training prior to roll out to ensure that it was fit for purpose. These sessions were then converted to an online training session so that new starters could also complete them upon joining the Company.

A Regular and Reliable Sounding Board

Office relocation

The Colleague Forum was closely involved throughout the Project Moving On Out, (Project MOO) which detailed the process for the relocation of the Zoetis UK Office. They influenced the decision to ensure that the move would be within 10 miles of the current location to ensure Zoetis did not lose colleagues. The Forum also reviewed the proposed communication plan, floor plan, a Q&A communication fact sheet and also helped to brainstorm other areas which needed prioritisation.

Company pension scheme

When company pensions became a 'hot topic', the Colleague Forum suggested that all colleagues would benefit from a pension presentation from the Zoetis provider, and this was agreed by the senior managers after they had jointly reviewed the resources available and how best support could be given to colleagues to ensure they were getting the most out of their pension plan.

Flexible working

Zoetis encourage flexibility and aim to create a great place to work and a company that colleagues are proud to be part of. Flexible working is one of the ways that supports this and, as such, has become a regular 'hot topic' for discussion. Depending on an employee's role, people have long been able to flex their start and end times, and work from home when needed in discussion with their line manager. Flexible working is an important part of the Zoetis culture to support optimal work life balance.

Employee wellbeing

The Colleague Forum team have been proactive in highlighting the work they have been involved in regarding mental health. In particular, the Forum has worked with Zoetis management to communicate the range of support that is offered to colleagues by the organisation.

Jamie Brannan, Senior Vice President and Cluster Lead UK, Ireland & Nordics & Zoetis Leadership Team Representative

"It's no secret that the Colleague Forum meetings are one of my favourite meetings, I enjoy our open and honest conversations and the candid feedback that the CF reps provide on important business topics. The Forum adds real value to our organization which positively impacts our business performance, our colleague engagement and continues to help us shape our culture of accountability."

COVID-19

Zoetis CEO, Kristin Peck, had been in post for less than three months when COVID-19 was declared a pandemic. This not only fundamentally altered her initial 100-day plan, but also compelled her and the leadership team to rearrange the company's priorities and reallocate resources. Their response enabled Zoetis to focus first on employee safety and ensuring customer supply while still continuing to advance its digital capabilities and orchestrate its largest-ever product launch.

As Peck explained in an article for McKinsey & Co. (August 2020), "I believe a lot of our success was from empowering our local leaders to make the decisions that they needed to, but with some guidance. Knowing there was some consistency in how we approached it, so that we weren't making a new decision every time, let people look at decisions, understand what to expect, and learn and share best practices."

She added, "This has been a time to bring your full self to work. I have wanted to understand what colleagues were facing around the world and make sure they felt supported and heard. It's been important to me that colleagues understand that we were hearing them."

We sent out surveys, asking questions like, 'What did colleagues feel we were doing well in the crisis? What did they wish we were doing?' We tried to listen, and then make sure my communication demonstrated that we heard them and that we were making changes that were most relevant to them."

In the UK, the Colleague Forum was central to strategic and operational discussions during the pandemic and lockdown. As COVID-19 quickly became an active part of everyone's lives at Zoetis, it was subject to discussion with the cluster management team three times a week. The meetings covered a number of topics:

- Tracking progress on adapting to new working environments
- Checking reactions
- Sharing positive views on support provided

The Colleague Forum also used information gathered from colleagues that illustrated how many were missing face to face interaction with their teams to suggest that informal virtual Coffee Mornings were held. They also suggested the idea of Lockdown Buddies for people who were struggling with feelings of isolation or circumstances that made working from home challenging. Both of these suggestions were implemented by the company and have received positive feedback from colleagues.

As discussions developed about a safe return to work, the Colleague Forum became involved in the planning of what that might look like and contributed to evaluating how other markets were beginning to do this and seeking a number of best practice ideas.

Extending the Concept of Employee Voice – Aspirations for Diversity, Equity and Inclusion

Zoetis are committed to accelerating inclusion, equity and more diverse representation across the company. This commitment begins with a leadership team of diverse backgrounds, experiences and ethnicities (50% of the executive team are women). After understanding the state of diversity at Zoetis and formalising plans, the leadership team have developed aspirations for change to make Zoetis and the industry more inclusive, including specific aspirations focused on increasing diverse representation within the company by the end of 2025.

The Diversity, Equity & Inclusion Council, represents a diverse group of colleagues across locations, functions and communities, who serve as ambassadors and champions for DE&I initiatives. In addition to this Council, Zoetis have introduced Colleague Resource Groups (CRGs), which are an important catalyst to foster a diverse, inclusive environment, while positively impacting the business and community. The CRGs bring together colleagues who share similar backgrounds, experiences or interests to work toward common goals. All colleagues are invited to join these CRGs, which include:

- Believers – Black / African American CRG
- DNA – the Differently-abled Neurodiversity Alliance CRG
- Pride at Work (PAW) – LGBTQ+ CRG
- ¡Presente! – Latinx / Hispanic CRG
- Zoetis Early Career Champions (ZECC) – Early Career CRG

These newer CRGs join the long-standing Zoetis Women's Council and women's groups across the globe focused on advancing female colleagues.

Supporting an Inclusive Culture

The comprehensive benefits and programs support colleagues' well-being and enable them to achieve their best at work and at home. These include development and mentorship programs, flexible work arrangements, educational assistance, mental health support, and family-friendly benefits like parental leave, adoption and infertility benefits.

CEO Action for Diversity & Inclusion

Zoetis is a member of CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. As part of this, CEO Kristin Peck and Zoetis commit to working together with more than 900 CEOs from 85 industries to share best practices, exchange ideas and learnings to build more inclusive workplaces. In addition, Dr. Christine Jenkins, Vice President and Chief Medical Officer, U.S., was selected as a CEO Action for Racial Equity fellow. Representing Zoetis, Dr. Jenkins works together with more than 100 CEO Action signatories to identify, develop and promote scalable and sustainable public policies and corporate engagement to address societal systemic racism and social injustice, and improve societal well-being.

Conclusion

Julie Billington, HR Business Partner for the UK, Ireland and Nordics & Zoetis HR Representative says: "Our Colleague Forum is a demonstration of our core belief of 'our colleagues make a difference' and as you can see the Colleague Forum team have helped shaped our culture and environment where colleagues feel valued and cared for and understand the important role they each play in ensuring our business results are achieved alongside a culture where colleagues Share, we Listen, and we Act.

We have worked in partnership with the IPA in developing our Colleague Forum and the training and tools shared by the IPA have helped our Colleague Forum Representatives have the skills to undertake this role alongside their day job, ensure topics are discussed openly, and colleagues are fully informed about the strategic decision-making process that we have undertaken. They have helped shape our communication strategies so messages are clear and relevant to colleagues.

I am very proud of our Colleague Forum in terms of the results they have brought to our business and how the individual CF representatives have themselves developed and grown new skills, capabilities and confidence. This Forum has truly helped shaped our culture of engagement and demonstrated our colleagues really do make the difference."

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