

Diversity, Equity and Inclusion Policy

Johnson & Johnson and all its operating companies are committed to workforce diversity, creating equity across our systems, and fostering and advancing a culture of inclusion. Our culture of belonging is about uniting different backgrounds, beliefs, abilities and experiences in an environment where everyone feels valued and works together to achieve meaningful outcomes. [Our Credo](#) outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people. It guides how we engage with one another and inspires us to take purposeful action to support the patients, consumers, customers, employees and communities we serve. This makes diversity, equity and inclusion (DEI) everyone's responsibility—that of every employee around the globe.

Our Diversity, Equity and Inclusion (DEI) Policy, along with our Global Enterprise DEI Strategy, sets out the principles and requirements by which Johnson & Johnson will enhance DEI throughout the organization. The Policy is applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity. The Policy applies to all employees and anyone conducting work on behalf of Johnson & Johnson or any of its operating companies.

The Johnson & Johnson Office of Diversity, Equity & Inclusion is responsible for building and leading the Company's global evidence-based strategy to advance DEI. Our Global DEI strategy is based on four strategic pillars designed to accelerate how we bring innovative healthcare solutions to an increasingly diverse world.

Our Global DEI strategy is guided by internal and external insights, global best practices and continual employee feedback, which together remind the Company that while diversity changes by location, inclusion is the same everywhere. Our approach allows us to continually evaluate our Global DEI strategy to ensure it remains relevant to meet the changing demands of the communities we serve.

The four pillars within the Company's evidence-based strategy are intentionally interconnected and must work together.



We are accelerating our global culture of inclusion where every individual belongs. The outcome is to foster a culture of belonging aligned around a global inclusion strategy that reflects local nuances and regional priorities across the globe.

It is also critical to embed DEI into our business strategies to better serve the needs of our diverse patients, consumers and customers. We believe this approach positions our businesses to deliver on our promise to solve the world’s most challenging health issues.

We are continuing our work to build a workforce that reflects the diversity of our communities. We seek to create a globally diverse workforce that better reflects the vast range of communities we serve, ensuring that we really understand and serve global and local markets.

We are also elevating our focus on achieving equitable access and outcomes. This requires tailoring our tools, resources and mindsets to meet the unique needs of individuals, so everyone has a fair and equitable opportunity to participate and contribute to their fullest potential at Johnson & Johnson.

Policy Guidelines

Diversity, Equity & Inclusion Definition:

Our definition of Diversity, Equity & Inclusion is *We All Belong*. A place where all of us have a responsibility to accelerate our progress, and where we all are accountable and empowered to drive change—here and in the world at large.

How We Define DEI



Diversity

Diversity is about each individual's unique perspective. It's about each of us, our colleagues and the world we care for—all backgrounds, beliefs and the entire range of human experience.

Equity

Equity is tailoring tools and resources to meet the unique needs of each individual and continuously improving our systems and processes, so everyone has the opportunity to reach their full potential.

Inclusion

Inclusion is creating a deep sense of belonging, where each individual is valued, each one's ideas are heard and everyone advances this culture for everyone.

DEI Vision:

Be yourself, change the world. Our vision at Johnson & Johnson is for every person to use their unique experiences, backgrounds and abilities together—to spark solutions that create a better, healthier world.

DEI Mission: Make DEI how we work every day

Our mission is to make DEI our way of doing business. We will advance our culture of belonging where open hearts and minds combine to unleash the potential of the brilliant mix of people, in every corner of Johnson & Johnson. We will create equity by tailoring tools and resources to meet individual needs, and by continuously improving our systems and processes so everyone has the opportunity to reach their full potential.

Employee Responsibilities:

DEI is everyone's responsibility at Johnson & Johnson. It requires purposeful action every day. Every employee is trained on DEI and is responsible for:

- Respecting the dignity and diversity of all people.
- Creating an inclusive environment that is free from discrimination, harassment and bullying.
- Enhancing their awareness of potential unconscious bias and how that might hinder our ability to be more inclusive and collaborative with one another.

- Focusing on conscious inclusion to be more intentional with their actions to drive diversity, equity and belonging.

People Leader Responsibilities:

Additionally, people leaders are accountable for specific DEI responsibilities and for achieving DEI outcomes as part of their job performance. These responsibilities include but are not limited to:

- Ensuring that employment-related decisions are free from discrimination.
- Setting individual DEI goals to foster diverse representation and an inclusive environment within their teams.
- Engaging in conscious inclusion and other behaviors that promote equity.
- Committing to an individual goal as part of annual goals- and objectives-setting to help Johnson & Johnson meet our DEI responsibilities.
- Mitigating potential unconscious bias in employment decisions and talent practices (including performance and development, compensation, hiring).
- Drawing from a broad pool of talent in order to inclusively reach talent, create diverse slates and, ultimately, a workforce that reflects the communities we serve.
- Providing reasonable accommodations for qualified individuals with a disability and for those with needs related to their religious observance or practices of personal religious expression. A reasonable accommodation depends on the facts and circumstances, and is addressed on a case-by-case basis.
- Creating an inclusive and safe work environment that supports DEI and behaviors that reinforce Our Credo values. This includes:
 - Ensuring a work environment that is free from discrimination, harassment and bullying.
 - Consistently displaying inclusive leadership behaviors, valuing all perspectives and listening to diverse points of view.
 - Role modeling inclusive and respectful behavior in the work environment and all work-related activities.
 - Encouraging employees to collaborate, make suggestions, and respect and listen to diverse opinions.
- Cultivating a culture that inspires respect for all employees, customers, vendors, contractors and others in the work environment.
- Contacting Global Services – Human Resources (HR), local HR or the [Our Credo Integrity Line](#) when becoming aware of an employee who may be subject to discrimination, harassment or bullying.
- Appropriately addressing any other behavior not consistent with this or other policies, or with applicable laws relating to equal opportunity, diversity, equity or inclusion.

DEI Network Member Responsibilities:

- Ensuring a consistent employee experience through execution of the Global DEI strategy.
- Following appropriate internal procedures and policies for DEI communications and programs.
- Assisting in communicating and championing the importance of DEI and the Global DEI strategy.

Discrimination, Harassment and Bullying:

Johnson & Johnson provides equal opportunities for employment. We base employment decisions on merit, considering qualifications, skills, performance and achievements, and we do not tolerate discrimination against any employee or applicant for employment based on non-work-related personal characteristics, such as race,

color, religious beliefs, pregnancy (including childbirth or related medical conditions, as well as breastfeeding needs), gender, sexual orientation, gender identity or expression, transgender status, national origin, ethnic origin or background, social origin, family or marital status, age, disability (physical or mental), medical condition, genetic information, veteran's status or military service, or based on union membership or union activity.

We provide reasonable accommodation to qualified individuals with a disability as well as individuals with needs related to their religious observance or practice.

All of us have a right to work in an environment free from the demoralizing effects of harassment or unwelcome offensive or improper conduct. Our Company will not tolerate harassment, bullying or conduct that could lead or contribute to harassment of employees by managers, supervisors or co-workers. We also will actively seek to protect employees from harassment or bullying by non-employees in the workplace. Similarly, Johnson & Johnson will not tolerate harassment or bullying by its employees of non-employees with whom our employees have a business, service, or professional relationship. This also extends to conduct that takes place off Company premises (including on social media) that could reasonably impact employees or others within our workplace. See our [Position on Providing a Discrimination-Free Workplace](#) and our [Position on Providing a Safe and Harassment-Free Workplace](#).

Reporting Inappropriate Conduct:

If an employee believes that they or another individual has been subjected to conduct prohibited by this Policy, the employee is urged and expected to report the relevant facts promptly. An employee may make a report either orally or in writing. Concerns can be raised to any member of Johnson & Johnson management, Global Services – HR through the [Ask GS site](#) or via phone through the contact number for the employee's location, any other HR employee, or through the grievance/dispute resolution process available in the employee's location. As an alternative, the Johnson & Johnson [Our Credo Integrity Line](#) provides a global, accessible channel for reporting concerns and is available 24 hours a day, 7 days a week, and in 24 languages. It is independent, secure and confidential, offering a safe mechanism for anonymous reporting (where permitted by local law) of suspected concerns or potential violations of our policies or the law. We communicate the Our Credo Integrity Line access broadly, so that employees and others who work with us know this channel exists for them to raise grievances at any time.

We take allegations of discrimination, harassment and bullying seriously and ensure they are appropriately investigated. All reported incidents will be investigated with an effort to keep the source of the report confidential, with the disclosure of information as appropriate to facilitate the investigation or resolution of the matter.

Johnson & Johnson encourages employees to report in good faith any possible violation of this Policy.

Prohibition of Retaliation:

We will not tolerate threats or acts of retaliation of any kind against any individuals because they report conduct reasonably believed to violate this Policy, or in good faith provide information in connection with a report or investigation of any such conduct.

Consequences:

Employees who do not comply with this Policy and/or are found to have engaged in discrimination, harassment or bullying, will be subject to appropriate disciplinary action, up to and including termination of employment.

Considerations:

Consistent with Our Credo and [Code of Business Conduct](#), the Johnson & Johnson Family of Companies comply with the laws of each country in which our companies do business. It is the responsibility of each company's management and employees to be familiar and comply with the local equal opportunity laws and regulations

which govern the business activities that they engage in. Accordingly, to the extent that following local law would conflict with this Policy, local law must be adhered to.

Right to Terminate or Amend Policy:

The Company reserves the right to modify, suspend, change or terminate this Policy at any time, in accordance with local law. This Policy does not create any contractual rights or obligations, whether expressed or implied. Subject to local law, the English-language version will prevail.

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