

Position on Employment and Labor Rights

At Johnson & Johnson, we believe in respecting and supporting the thousands of individuals who, every day, help fulfill our vision and mission to deliver better health for all. We believe in the value of all individuals and their inalienable rights as represented in the United Nations' [Universal Declaration of Human Rights](#) and the principles defined in the International Labour Organization's (ILO) [Declaration on Fundamental Principles and Rights at Work](#). We believe in upholding our employees' rights as individuals in the workplace and in helping them thrive and prosper throughout their lifetime. We celebrate the richness that a diverse workforce brings to our businesses, and to each of us as individuals, and we practice inclusion so that everyone can be heard, recognized and rewarded. We believe in supporting our employees in their personal and professional development and in helping them thrive as people, employees, family and community members, and pillars of a responsible and just society. We support our beliefs with actions by:

Maintaining a respectful and supportive culture for all

A workplace is more than somewhere to complete tasks. It's first and foremost a place of human interaction and collaboration, where we strive to achieve shared, meaningful goals. By insisting on respect for all, and by genuinely showing we care about each other, we instill a culture that welcomes diversity, celebrates individual contribution and empowers each to be at their best. Deliberately fostering a respectful and caring culture is the backbone of our approach as a responsible and ethical employer.

Complying with employment laws

We strive to ensure that all employment complies with all applicable laws and regulations in every country in which we operate, including those concerning hours of work and rest, compensation, equal opportunity, human rights and working conditions.

Upholding labor rights

We respect, uphold and promote adherence to fundamental and universally accepted labor rights. See also our [Position on Human Rights](#). Our approach to labor rights includes, but is not limited to:

- Our support for the right of children to a childhood free of work responsibilities. We prohibit the employment of young persons (under the age of 18) anywhere in our business, other than in compliance with ILO Conventions 138 and 182 and all applicable laws and regulations concerning age, hours, compensation, health and safety. We also support the right of individuals to freely choose their place of work and therefore prohibit the use of any forced or bonded labor in the manufacture of any product, or any component of a product, by or for any of our businesses. We do not tolerate any form of trafficking or unlawful exploitation of individuals. For more information on corporate actions to prevent child labor and forced labor, see our [Employment of Young Persons Policy](#) and [Anti-Human Trafficking Policy](#).
- Our compliance with applicable regulations governing hours of work in every country in which we operate. We respect limits for overtime work and irregular work hours, including weekends and national or religious holidays. We do not force employees to work overtime and we compensate those who do in a fair and proper manner, always in line with the law as a minimum standard.

Respecting the right to freedom of association and collective bargaining

We always observe laws and regulations around the world relating to freedom of association. Where such laws do not exist, we apply best practices of Johnson & Johnson operating companies consistent with local circumstances. Therefore, representation structures vary globally. We:

- Respect the right of employees to form and join a trade union of their choice without fear of intimidation or reprisal, in accordance with national law, and recognizing such organizations for the purpose of collective bargaining.
- Safeguard employees' right to associate freely and bargain collectively at the local level.
- Maintain non-discriminatory policies and procedures with respect to trade union organization, union membership and activity in such areas as applications for employment and decisions on advancement, dismissal or transfer. The following is not an exhaustive list but is representative of the comprehensive benefits we offer at the time of this update (see below for date). Where possible, we apply benefits globally. However, in certain cases, local regulations or market norms govern local practice.
- Prohibit discrimination of workers' representatives, consistent with ILO C135.

- Typically, collective agreements at Johnson & Johnson operating companies include provisions addressing:
 - Wages and benefits;
 - Employee safety;
 - Minimum notice periods;
 - The management of reorganizations and layoffs, and the policies associated with such actions, in line with the location, nature, size and scale of the action and law; and
 - Severance and separation pay and benefits.

Providing a workplace free from discrimination and harassment

We base employment decisions on merit, and consider qualifications, skills and achievements. We do not tolerate discrimination based on characteristics such as age, gender, race, ethnic background, sexual orientation, gender identity, national origin, religious beliefs or any other dimension of diversity.

We believe a place of work should be a safe haven for all, where individuals have no fear of expressing themselves freely and respectfully. We strictly prohibit all forms of harassment, including sexual harassment, physical or mental punishment, and other forms of abuse in any part of our operations. We provide education for all employees so they understand the various forms harassment can take and are empowered to report any breaches of this approach. See also our [Position on Providing a Discrimination-Free Workplace](#) and our [Position on Providing a Safe and Harassment-Free Workplace](#).

Providing fair compensation

We are committed to compensating our employees fairly and to offering the kinds of benefits that are relevant to meet the needs of today's employees and their families. Through our compensation framework, a set of core principles that guide all compensation decisions, we recognize the important contribution of our employees to delivering our mission in ways that align with our values. We observe legal minimum wage provisions and aim to exceed these. We have integrated a living wage assessment into our standard processes and plan to conduct this analysis on a regular basis going forward. Our benefits packages aim to improve the quality of life for employees by providing practical support for family, health, education and long-term financial management needs. See also our [Position on Employee Development and Total Health and Well-Being](#).

Johnson & Johnson Position on Employment and Labor Rights

At Johnson & Johnson, we recognize our employees' contributions to delivering our mission in alignment with our values, and our global compensation framework includes core principles that guide all compensation decisions worldwide. As part of our annual review, we analyzed the market competitiveness of our compensation and benefits and adjusted our programs to remain an attractive employer. We also analyzed our compensation to ensure that all employees globally receive a living wage – pay that is competitive in their local markets and sufficient to support a sustainable standard of living for them and their families.

We are committed to gender, ethnic and racial pay equity. As part of our annual pay gap review, we analyzed the differences in base salaries of all employees worldwide on our global compensation framework based on gender, and in the United States based on race/ethnicity. We conducted the analyses two ways: (1) adjusting for job, pay grade, work experience, and years with Johnson & Johnson, and (2) using medians without adjustments.

As part of our annual pay equity review, we analyzed base salaries across functions based on gender worldwide and based on race/ethnicity in the United States and made salary adjustments as necessary. We believe that our compensation and benefits make Johnson & Johnson an attractive employer and a resilient business.

Maintaining health, safety and well-being in the workplace

We have a shared interest with our employees in their safety at work at all times and their ability to invest in their health and well-being while in our employment. We believe employees do their best work in a clean, orderly and safe environment. We therefore invest in maintaining a safe and healthy workplace, fully complying with applicable workplace safety and industrial hygiene standards as mandated by law and exceeding these where our own Johnson & Johnson standards go beyond legal requirements.

We aim to create a culture of safety where everyone takes personal responsibility for their own safe practices and seeks continuous improvement. We provide our employees with the relevant training, tools and equipment to perform their duties safely. See also our [Position on Environmental Health & Safety Management](#).

We also address different aspects of well-being, including ways to manage work and other responsibilities in a balanced way. We encourage employees to use our well-being platforms to assist them in maintaining

their well-being, undergo medical assessments, take physical exercise, eat healthily and manage stress effectively. See also our [Position on Employee Development and Total Health and Well-Being](#).

Maintaining fair and respectful disciplinary procedures and grievance resolution

When necessary, employees who breach the standards expressed in our [Code of Business Conduct](#) and our other policies will be disciplined fairly, in line with internal Company standards. Physical punishment is never permitted. In cases of serious breaches of conduct, we will terminate individuals' employment with the Company. In every instance, appropriate process is observed in the case of disciplinary measures and in addressing and resolving employee grievances. The [Johnson & Johnson Our Credo Integrity Line](#) is available for all employees to voice a grievance. See our [Position on Resolving Employee Grievances](#).

Advancing diversity, equity and inclusion

Rooted in Our Credo, the values of diversity, equity and inclusion (DEI) fuel our pursuit to create a healthier, more equitable world. For us, DEI is a business imperative. Our diverse workforce and culture of belonging accelerate innovation to solve the world's most pressing healthcare challenges. Together through our DEI commitments, we are shaping a future where equitable opportunity and good health are within reach for the people who count on us every day.

In building our DEI strategy, we gathered the unique perspectives of employees across the company to inform how DEI could better support our business. These data and insights revealed that while diversity means something different depending on where you are in the world, the desire to belong is universal. When our employees show up as their authentic selves and are empowered to advocate for themselves and their communities, our potential for success multiplies. Our global DEI strategy is based on four strategic pillars: build a workforce of individuals with diverse backgrounds, cultures, abilities, and perspectives; accelerate our global culture of inclusion where every individual belongs; drive innovation and growth with our business to serve diverse markets around the world; and, transform talent and business processes to achieve equitable opportunities for all.

For further details, see our [Diversity, Equity and Inclusion Policy](#).

Encouraging employees to learn, develop and advance their careers

The opportunity to develop personally and professionally is a core aspiration, both for employees who have newly joined our organization and for those who have been part of the Johnson & Johnson family for

years. We therefore deploy a global approach to ensure development is for everyone, regardless of where they are on their career journey. Our objective is to foster a learning culture that helps shape each person's unique career path and empower them to better contribute to achieving our business objectives while creating a robust pipeline of talent to deliver our long-term strategies.

At Johnson & Johnson, we believe development is for everyone. We maintain an integrated, enterprise-wide approach to human resources management and professional development, empowering everyone to achieve their personal best at work. See our [Position on Employee Development and Total Health and Well-Being](#) for further details.

Providing opportunities for employees to use their talent for good

We believe that the skills, expertise and ingenuity of our employees are the key to our effectiveness in advancing the trajectory of health. To unleash the potential and impact of our people, we provide a range of opportunities for employees to help our community-based partners address critical capacity-building needs. These include, for example, programs for employees to take paid time as secondees in NGO partner organizations, as volunteers in community causes through our Volunteer Leave Policy, or as first responders through our First Responder Time-Off Policy. See our [Position on Community Impact](#) for further details.

Providing support for our managers around the world

We seek to ensure that our employment policies, positions and standards are implemented in full throughout our businesses. Our Human Resources organization supports managers in understanding and upholding their responsibilities toward employees, and we encourage proactive discussion about training, development, benefits and any other aspect of employment as part of the “5 Conversations” framework.

Monitoring, auditing and reporting on employment issues

We maintain systems around the world to monitor and audit the implementation of our employment practices and take corrective action should any aspect of practice fall short of our policies and provisions. We report regularly to the Johnson & Johnson Executive Committee and to our Board of Directors on employment matters.

Extending our position on employment and labor rights to our contractors and suppliers

We view our extended supply chain as an extension of our own businesses and expect all contractors and

Johnson & Johnson Position on Employment and Labor Rights

suppliers of goods and services to adhere to the same level of integrity and respect for employment standards and labor rights that govern our own operations. We make all reasonable effort to ensure those who work with our Company know what is expected of them, and we have systems in place to ensure compliance. The Johnson & Johnson [Responsibility Standards for Suppliers](#) outlines our expectations of supplier business conduct, including respect for human and employment rights for the protection of their workers, both permanent and temporary workers.

Application

This Position is relevant for the Johnson & Johnson Family of Companies, as detailed in our [governance materials](#). We provide updates relating to employment and labor rights in our annual [Health for Humanity Report](#). Johnson & Johnson's ESG Policies and Positions on these and other issues are available in full [here](#).

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