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 and experiences in an environment where everyone feels valued and works together to achieve greater 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.

The Diversity, Equity & Inclusion Policy, along with our Global Enterprise DEI Strategy, sets out the principles and requirements by which Johnson & Johnson will enhance diversity, equity and inclusion 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 enables us to foster our culture of inclusion and belonging, build a workforce that reflects the diverse communities we serve, infuse DEI into all areas of our business to drive innovation and growth, and transform talent and business systems to achieve equitable access and outcomes for all.

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 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, to ensure that we really understand and serve global and local markets.

We are also elevating our focus on achieving equitable access and outcomes.

**Policy Guidelines**

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

**Diversity, Equity & Inclusion Mission: Make diversity, equity and inclusion how we work every day.**
Our mission is to make diversity, equity and inclusion 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 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.
- Committing to an individual goal as part of annual goals and objectives-setting to help Johnson & Johnson meet our DEI responsibilities.

**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.
- Mitigating potential unconscious bias in employment decisions and talent practices (including performance and development, compensation, hiring).
- Drawing from a broad pool of talent in a region 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 in recognition of personal religious expression. What constitutes 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.
  - 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) or local HR when becoming aware of an employee who may be subject to discrimination, harassment or bullying, either by receiving such a complaint or otherwise receiving information about such conduct.
- 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, union membership, veteran’s status, or military service.

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.

*Last Updated: May 2022*