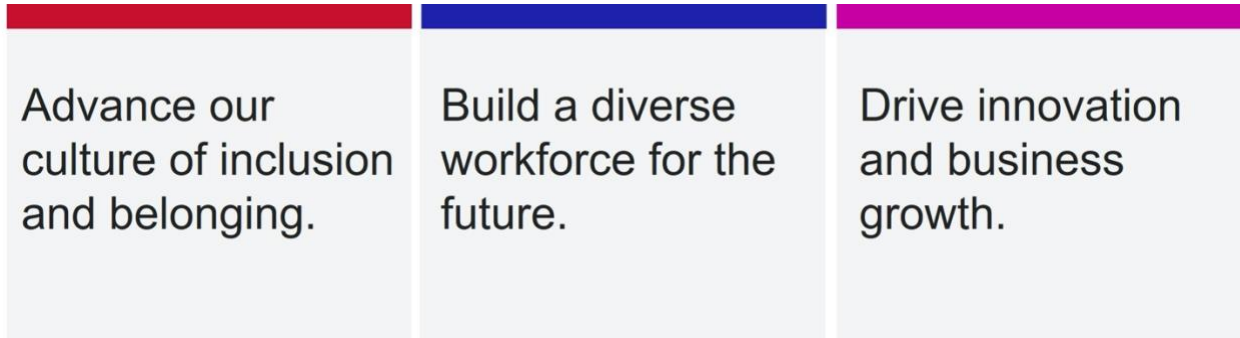


Diversity, Equity and Inclusion Policy

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. We know that bringing diverse backgrounds, cultures, and perspectives together drives innovation which helps us to solve today's complex health problems. Our Credo outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people. This makes diversity, equity and inclusion (DEI) everyone's responsibility -- that of every employee around the globe. This enables everyone at Johnson & Johnson to reach their full potential and help us innovate to create a healthier world.

The Diversity, Equity and Inclusion Policy, along with our Global 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.

Our DEI strategy is based on three strategic pillars designed to accelerate how we provide health and wellness solutions to an increasingly diverse world.



Advance our culture of inclusion and belonging.

Build a diverse workforce for the future.

Drive innovation and business growth.

Our DEI strategy starts with our people. It starts with helping them discover ways of working that foster a sense of inclusion and a deep sense of belonging—for themselves, for their teams, and for Johnson & Johnson. We know that through inclusive leaders and developing a culture where everyone can bring their ideas, we can innovate.

In parallel, we focus on building a diverse workforce by attracting, developing and retaining employees. We believe that through having a diverse workforce, we will be employing the best talent and leveraging diverse and unique skills and perspectives. As an organization, we focus on equity by tailoring tools and resources

and otherwise mitigating societal systemic barriers experienced by underrepresented groups, so everyone has the opportunity to be successful. By striving to identify and eliminate obstacles, we can enable everyone to reach their full potential.

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.

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 & inclusion how we work every day. Our mission is to make diversity & 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 and otherwise mitigating systemic barriers to enable everyone 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 region in order to inclusively reach talent, create diverse slates and, ultimately, a workforce that reflects the communities we serve.
- Providing reasonable accommodations for otherwise qualified individuals with a disability and to 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, 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 to 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, other policies and applicable laws relating to equal opportunity, diversity, equity or inclusion.

DEI Network Members:

- Ensuring a consistent employee experience through execution of the enterprise DEI strategy.
- Following appropriate internal procedures and policies for DEI communications and programs.
- Assisting in communicating and championing the importance of DEI and the enterprise 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, religion, sex (including pregnancy, childbirth, or related medical conditions, as well as breast-feeding needs), gender, sexual orientation, gender identity or expression, transgender status, national origin, ethnic origin, social origin, family or marital status, age, disability (physical or mental), medical condition, genetic information, 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.

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 – Human Resources at www.jnjgsportal.com or via phone through the contact number for the employee’s location, any other Human Resources employee, or through the grievance/dispute resolution process available in the employee’s location. As an alternative, an employee may file concerns both electronically on OurCredoIntegrityLine.com or by calling a toll-free number (International dialing instructions on the same website), both of which can be made anonymously in most jurisdictions.

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.

Last Updated: March 2021