

# Position on Employee Development and Total Health and Well-Being

At Johnson & Johnson, [Our Credo](#) inspires a deep responsibility to our employees around the world. We believe in the power of our more than 130,000 global employees to profoundly impact health for humanity and know that we can only solve the world's toughest health challenges when employees can perform at their best. We aspire to attract, retain, support and develop the healthiest workforce and are committed to helping our people thrive at work and at home. To do this, we have cultivated a purpose-driven, inclusive culture where every employee feels cared for and is empowered to learn and grow throughout every stage of their life and career.

As a company that cares about its employees, we put the total health and well-being of our employees and their loved ones first. That means a comprehensive approach to wellness, focused on physical, mental, emotional and financial well-being. Our approach is enabled by a robust portfolio of benefits and resources to meet the wide-ranging and individual needs of our workforce—because we know that when employees (and their families) are supported, they feel more confident and are able to perform their best.

Our focus on learning is important to help individuals grow and for our workforce to keep pace with how fast our industry and world are changing. We continue to invest in the personal and professional growth and development of every employee at every level because we believe learning is a foundational capability and when we continuously learn, we inspire innovation that can deliver transformational breakthroughs and connect to our work in a more fulfilling way.

By offering our employees a variety of well-being and development programs, we are better positioned to not only attract, retain, support and develop our workforce but accelerate our focus to solve the world's most pressing healthcare challenges.

## Employee total health and well-being

At J&J, we believe it is imperative that our employees across the globe feel cared for and supported, regardless of the stage of their careers or life circumstances, so they can bring their best selves to work. In order to deliver on that belief, we take a holistic approach to our well-being offerings, and encourage employees to prioritize their total health.

Additionally, as a healthcare company, we integrate the importance of building a healthy workforce at every level of the company to cultivate a culture of caring that puts the well-being of our workforce first. We protect the health of our employees in the workplace by ensuring leaders are engaged in employee health protection and are accountable to comply with required medical assessments based on potential workplace risks and exposures.

Following is a representative list of the resources and benefits we offer our employees as of the time of this update (see below for date).

## Physical and mental well-being

- **Senior management and operational teams** focused on advancing physical, mental, emotional, and financial well-being.
- **Employee Assistance Programs (EAP) & CARE Services**, ensuring employees access to broad support that is always: **Confidential, Accessible, Responsive, Engaged**, including counseling with mental health professionals and professional certified coaching across a variety of conditions and concerns.
- **On-site health centers** and services at several of our locations across the globe that provide state-of-the-art, preventive health and well-being services with an emphasis on occupational health.
- **On-site fitness centers** at several of our locations, plus virtual physical health and well-being benefits in select locations.
- **Nourishing food and beverage** options at our facilities.
- **Well-being reimbursements** up to \$500 USD (less appropriate taxes, adjusted to local currency) per year for activities that support healthy movement, healthy eating, healthy mind, and recharge and recovery. Reimbursable activities include nutrition counseling, virtual nutrition apps, healthy snacks, group exercise classes, fitness memberships, mental well-being workshops, massage therapy, home gym equipment, and much more.
- **Energy management and resilience development** opportunities that help employees build skills and awareness about the impact their energy has on work, relationships, and well-being. All Johnson & Johnson employees can access these offerings through our internal Learn ecosystem. Trainings focused on health and well-being are regularly offered and promoted, including webinars, self-service digital courses, and live, interactive sessions highlighting individual and team effectiveness.
- **Manager training** on mental health and well-being in the workplace that promotes awareness, normalizes help-seeking, and educates leaders on how to refer employees to appropriate support to meet employee needs.

- **Global policy standards** that define and visibly articulate the company's commitment to Mental Well-Being and Physical Well-Being. Our global *Healthy Mind* policy emphasizes Progress in workplace mental health and well-being by how we Protect, Promote, and Provide support for employees and leaders, addressing both individual and organizational needs across a continuum that is dynamic and realistic to human experience.
- **Modified duty** and support for returning to work after an injury or illness.
- **Access to business travel support**, providing one-click access to assistance, as well as medical and security alerts for business travel destinations.
- **Tobacco-free workplace** and smoking cessation support.
- **HIV/AIDS confidential testing** and support.
- **Personal assessment** and digital health tools moving toward precision health endeavors for the right care at the right time.

## Emotional well-being

- **Global paid time off benefits:** Employees globally are given time that empowers them to step away from work during life's critical moments, furthering our commitment to help every employee balance their personal and professional responsibilities.
  - **Parental leave:** All new parents—maternal, paternal, adoptive, or surrogacy-assisted—can take 12 weeks of paid leave during the first year of the family's new addition at any of our operating companies globally.
  - **Caregiver leave:** Employees are given 10 days annually to care for an immediate family member, including siblings, with critical illness or injury.
  - **Bereavement leave:** Employees can take 30 days annually following the loss of an immediate family member and 5 days for other family members, including siblings.
  - **Volunteer leave:** Employees are given 4 days annually to make a difference in their community by volunteering their time with a nonprofit organization.
- **Global flexible work:** Johnson & Johnson has a rich history of supporting a work environment that respects the need for flexibility in when, where and how employees work. Our global hybrid working model, J&J Flex, is for eligible office-based employees and requires 3 days onsite with the option of working up to 2 days remote per week. We also offer a company-wide approach to Flexible Work Arrangements, in partnership with an employee and their manager, that include flex-schedule, compressed workweek, flex-place/remote work; and part-time work and job-sharing.
- **Breast milk shipping:** We offer nursing mothers worldwide a temperature-controlled delivery service that enables mothers to ship breast milk directly and safely back home for free while traveling for business purposes.

## Financial well-being

At Johnson & Johnson, we provide employees with a wide range of financial health resources. Our programs are designed to contribute to our employees' financial health\* in the short, medium and long term.

- **Fair pay:** J&J provides employees with a comprehensive and competitive total compensation package, which includes base pay, annual performance bonus or sales incentive, long-term incentives, and recognition awards. We take a careful, data-driven approach to ensure employees' total compensation is fair and competitive by regularly benchmarking ourselves against peer groups.
- **A rewarding way to retire:** J&J supports employees' long-term financial well-being with retirement plans that provide income or assets for the future and in many cases tax-favored savings opportunities.
- **Empowering employees' ongoing journey:** J&J empowers employees with resources for both financial and professional growth through financial education, coaching and modeling tools. Additionally, we champion ongoing learning and career advancement through our tuition reimbursement program, which covers approved educational expenses relevant to enhancing your career at J&J. This integrated approach underscores our dedication to supporting your journey toward financial stability and professional development.

*\*Note: The information provided in this section is intended to offer a general overview of the well-being programs available to Johnson & Johnson employees. Given our status as a global entity with operations across various countries, it is important to note that not all programs are available to all employee populations. Specific eligibility and program details may vary based on local laws, regulations and business practices.*

## Employee development

Rooted in Our Credo, our commitment is to empower our people to build meaningful careers and unlock full team potential so that we can tackle the toughest health challenges and achieve new breakthroughs. The workforce of today and tomorrow requires opportunities for reskilling, upskilling and development so we can keep pace with evolving business and industry needs. Johnson & Johnson wants to advance the future of work, while delivering on our commitments to the patients, consumers, employees, communities and shareholders we serve.

To bring the power of our people to life, we created J&J Learn, a learning and development ecosystem, to prioritize employees and their learning experiences. By reimagining the content and methods of learning, we empower leaders and professionals to guide these efforts. Our goal is to foster a culture of continuous learning and discovery at Johnson & Johnson, motivating and

incentivizing everyone to integrate learning into their daily work. This initiative also helps leaders better understand the development needs and opportunities within their teams.

At Johnson & Johnson, we prioritize universal development through an integrated approach. Our Personalized Development Framework enables employees to achieve their best at work with a well-rounded development plan. Our approach to development for our people has three interrelated parts: education, experience, exposure.

**Education** includes programs and resources that employees can use to build the skills needed to be successful. Examples include leadership training; skill-building workshops; eLearning and online resources; external seminars/programs; and Massive Open Online Courses (MOOCs).

**Experience** includes projects, assignments or tasks they can take on to increase their skill proficiency and prepare for future roles. Examples include special projects; stretch assignments; expanded responsibility in role; international assignments; and volunteering in the community.

**Exposure** encourages employees to be intentional about interactions with people, business areas and organizations that increase their visibility and give them a holistic view of Johnson & Johnson. Examples include networking outside of function, sector and/or region; mentors who can provide guidance and advice; shadowing a skilled performer; making connections outside Johnson & Johnson; and learning from external organizations, patients and customers.

Our plan for progress is outlined in the following programs:

**Professional development programs and learning resources for all employees:** We offer ongoing opportunities for continuous employee development and professional growth. These offerings cover a wide range of topics and are accessible to all employees globally, both full-time and part-time. They include courses, simulations, assessments, workshops, and action-planning programs. Within J&J Learn, there are approximately 100,000 learning programs where employees can customize their own learning journey.

**Supporting employees in owning their development and growth:** We believe in empowering employees to take ownership of their development and growth. We provide access to tools and resources that support their journey. J&J Learn, our learning ecosystem, prioritizes employees by offering personalized career development pathways, fair learning experiences for all, and hands-on experiential learning opportunities through Grow Gigs and Mentors.

**Maintaining robust performance management tools:** Employee performance at Johnson & Johnson is measured in two dimensions: the “what” and the “how.” Our Leadership Imperatives set the behavioral expectations for employees and give our employees a clear and consistent way to lead Johnson & Johnson into the future. Through our “5 Conversations” framework, employees have formal discussions with managers five times a year to discuss progress and plan professional development.

Johnson & Johnson is committed to providing employees with a positive workplace experience. To ensure that we keep pace as needs evolve around the world, we are regularly listening to our employees to further improve our employee experience. We conduct regular employee surveys, including a monthly employee sentiment survey and our annual employee engagement “Our Credo” survey, to improve the workplace experience and adjust offerings accordingly. By listening to the input of our employees, we adjust offerings and opportunities to care for our global workforce and help them to learn and grow throughout their entire career at Johnson & Johnson.

## Application

This Position is relevant for the Johnson & Johnson Family of Companies, as detailed in our [governance materials](#). We provide updates relating to employee development and total health and well-being in our annual [Health for Humanity Report](#). Johnson & Johnson’s Policies and Positions on these and other issues are available in full [here](#).

*Last updated: April 2025*