Position on Employee Development

Background

Companies have a unique opportunity to influence the personal and professional development of the individuals they employ. Investing in developing the knowledge and skills of employees is a key tool for the achievement of business goals and objectives, and also helps increase employee motivation and retention. At the same time, investment in the professional capabilities of people additionally serves local economies, injecting skills into local workforces and raising the quality of employability.

Relevance

As the largest and most broadly based healthcare company in the world, Johnson & Johnson is an essential part of the fabric of society in communities around the globe. We aim to attract and retain the most talented people to help us advance our purpose of changing the trajectory of health for humanity and help build prosperity around the world. To make their best contribution, our employees must be equipped with knowledge and skills, and should be motivated by the prospects of new challenges or career development opportunities.

Guiding Principles

As stated in Our Credo: “There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.”

Our Position

The opportunity to develop personally and professionally is a core aspiration, both for employees who have recently joined our organization and for those who have been part of the Johnson & Johnson family for several 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 we build a robust pipeline of talent to deliver our long-term strategies. Work has begun to create a world-class learning and development ecosystem meant to help our people continuously grow their skills and know-how for the future by integrating learning into a more streamlined experience.

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. We do this by:
Professional development programs and learning resources for all employees: We offer ongoing opportunities for continuous employee development and professional growth for all employees. Our development offerings span a vast array of topics and are provided via both on-the-job and online training to all full- and part-time employees globally. We offer independent study courses, web-based courses, interviewing simulations, assessments, intensive workshops and action-planning courses. They include opportunities that are available to all employees, irrespective of function, as well as those designed to address specific learning and development needs in functional areas.

Supporting employees in owning their development and growth: We believe that development is key to building a healthy career and we continuously look for ways to support our employees in owning their development and growth, and in gaining access to the people and tools that will help them do so. We aim to promote shared accountability between an employee and his or her manager to ensure that opportunities for development are identified and pursued, and that the potential of the individual is maximized. The two key tools for learning and development management are:

- **SUMMIT**: Our enterprise-wide learning management system called “SUMMIT” is available to employees globally. SUMMIT is an integrated portal offering self-enrollment in training programs and tracking of individual training progress and results.

- **Learning & Development**: We maintain a global personal development platform called “Learning & Development,” through which employees can build a Personalized Development Framework anchored in “Find My Purpose” and “Plan for Progress.” Leadership and growth tools are structured around the three Es of Education, Exposure and Experience. This helps our employees create a balanced development plan to support their ongoing growth as they strive to build a rich, diverse and healthy career.

Providing Leadership Programs: To help advance Our Purpose to transform the future of health for humanity, we must have highly capable leaders across our business. We believe that every employee at Johnson & Johnson is a leader, and our goal is to help each one of them realize this potential. Our Leadership Imperatives define a clear set of behaviors and expectations that enable our employees to shape the health of generations to come. Our Leadership Imperatives reflect our commitment to live Our Credo and pursue Our Purpose, to connect inclusively to address health needs, to shape the future of health through innovation and to grow oneself and others to become our best.

We maintain a suite of leadership and development programs to accelerate the progress of individuals who have been identified through our succession-planning processes as having the potential to fill more senior leadership roles within the Enterprise. From time to time, we also partner with our innovation incubator, JLABS, to offer action learning projects focused on new business models as well as use of machine learning to solve pressing health and other challenges.

Our leadership development programs include, but are not limited to, the following:

For people leaders:

- **Leading People at J&J**: This intensive development journey is designed to give new people leaders at Johnson & Johnson what they need to learn, grow and effectively lead each person on their team, as they work together to ensure the health of future generations around the world.

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1 This list is correct at the time of this update. We are constantly reviewing and updating our development programs. For updates of our programs, see our annual [Health for Humanity Report](#).
• **Leadership Navigator—First 100 Days:** This on-demand digital platform has been curated specifically for Johnson & Johnson people leaders and allows for a personalized learning journey with a library of resources, tools and videos, supporting people leaders at the moments that matter—whenever and wherever they need it—with resources in 10 languages.

• **Leaders Developing Leaders:** A foundational experience for people leaders of other people leaders, this opportunity offers an experiential and collaborative learning experience focused on building the skills an employee needs to become an inspirational and strategic leader who drives an integrated talent strategy with a long-term view.

For early career leaders:

• **Leadership Development Programs:** These programs help candidates get practical, real-world business experience while strengthening communication skills and developing as leaders.

For mid-career leaders:

• **Talent Acceleration Process (TAP):** TAP is a development process for mid-level leaders with upward potential for critical Enterprise roles.

• **International Development Program (IDP):** This global learning experience accelerates readiness of upward potential leaders through an international stretch assignment.

• **ASCEND GLOBAL:** ASCEND is an immersive development experience focused on accelerating select mid-level female talent in the Enterprise leadership pipeline.

• **RISE:** RISE is a premium experience designed specifically for high-achieving, mid-level racially and ethnically diverse talent with upward potential for more senior roles.

• **ENERGY FOR PERFORMANCE:** This experience allows participants to effectively manage and expand their energy so they can elevate their personal, and their team’s, performance and productivity. Through this flagship program, participants learn to perform to their full potential. Additionally, there is a complementary offering that is made available to all our employees.

• **Thriving Teams:** A set of tools, resources and learning offerings to help teams and team leaders be highly effective in team-based environments and projects.

For senior leaders:

• **Accelerate Executive Orientation (AEO):** This experience includes an overview of the Enterprise, expectations for leadership, dialogue with Executive Committee members about their businesses, and an opportunity to develop capabilities in inspirational leadership and resiliency. Designed for newly promoted or hired Vice Presidents in their first year in role.

• **TRANSCEEND:** At the intersection of purpose, leadership and energy, the TRANSCEEND journey prepares our leaders to change the trajectory of health for humanity. Leaders learn to maximize their energy, becoming truly ecosystem, entrepreneurial and transformational leaders who take on the greatest responsibility by learning the role of the whole person in the whole system. Designed for our highest-potential executives who aspire to more senior roles.

**Developing R&D leaders:** Our Johnson & Johnson Innovation Champions program, which provides professional growth opportunity to R&D scientists across the organization, is designed to offer an enrichment experience through exposure to external innovation. The program also helps leverage their expertise to accelerate scientific and medical advances. It runs in cohorts over a six-month period, offering the opportunity for each group to gain additional skills and knowledge, and to build a network while remaining in role. The
Champions program augments our EXPAND platform, which enables scientists to take advantage of a six-month secondment to an external innovation organization, such as a startup or venture capital fund, to both learn and contribute in a completely different environment.

**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 performance behavioral expectations for all employees—the “how.” The Leadership Imperatives give our employees across all geographies, businesses, roles and levels a clear and consistent way to lead Johnson & Johnson into the future.

All our employees formally discuss their progress and plan their professional development with their managers five times each year, in our 5 Conversations framework; this is in addition to informal, ongoing discussions throughout the balance of the year. Year-end conversations about overall performance include assessing business results achieved and the degree to which our leadership behaviors were demonstrated.

**Supporting career development and a healthy workforce:** Our learning culture supports developing and retaining our talent and ensuring our workforce is in the best of health. Throughout the year, employees are encouraged to focus on growth by creating development plans, having career conversations with managers, and taking action to build their skills, broaden their experiences and attend to all aspects of their health. We encourage ongoing opportunities for our employees to self-reflect and take advantage of Company tools and resources to support their ongoing development. Our ENERGY FOR PERFORMANCE program supports our mission to become the healthiest workforce: this experience helps people focus their energy to become physically energized, emotionally connected, mentally focused and fully engaged in the moments that matter. For more information, see our [Position on Employee Health and Well-Being](#).

**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 in our annual [Health for Humanity Report](#).

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