

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 newly 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 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. We do this by:

Professional development programs and learning resources for all employees: We provide 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.
- **MyDevelopment:** We maintain a global personal development platform called MyDevelopment, with which employees can build a Personalized Development Framework around the three Es of Education, Exposure and Experience. This helps them create a balanced development plan to support their ongoing growth as they strive to build a healthy career.

Providing Leadership Programs: To help 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 employees realize this potential. Our Leadership Imperatives give our employees a clear and consistent way to lead Johnson & Johnson into the future and fulfill our mission to change the trajectory of health for humanity. 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 the following:*

- **AEL (Accelerate Enterprise Leadership):** Vice presidents who aspire to more senior roles.
- **AEO (Accelerate Executive Orientation):** Newly promoted or externally hired vice presidents to learn about expectations for their role and their impact on the Enterprise.
- **TAP (Talent Acceleration Process):** Current directors preparing for vice president level.
- **ASCEND:** Designed for mid-level female leaders aiming to increase their leadership impact.
- **RISE:** Mid-level U.S.-based racially and ethnically diverse talent aiming to grow their leadership impact.
- **IDP (International Development Program):** Mid-level leaders focused on developing core capabilities in another country.
- **ELD (Enterprise Leader Development):** All newly hired or promoted leaders are assigned to an ELD program. ELD consists of two interactive multi-week learning programs that establish standards of excellence for management effectiveness and leadership development.

* This list is correct at the time of this update. We are constantly reviewing and updating our development programs. For up-to-date information, see our annual [Health for Humanity Report](#).

We also maintain an on-demand digital platform called the Leadership Navigator to raise the performance and skill level of our people leaders around the globe. The Leadership Navigator allows for a personalized learning journey with an on-demand library of tools, supporting people leaders at the moments that matter—whenever and wherever they need it, with resources in 10 languages.

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 Five Conversations framework; this is in addition to informal, ongoing discussions throughout the balance of the year. Overall performance in year-end conversations include assessing business results achieved and the degree to which our leadership behaviors were demonstrated.

Supporting career development: Our learning culture supports developing and retaining our talent. 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 and broaden their experiences. Our annual Development Month leverages the mid-year time point as an opportunity for our employees to self-reflect and take advantage of the tools and resources to support their ongoing development.

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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