

Position on Resolving Employee Grievances

Background

From time to time, employees in any company may have a grievance or wish to make a complaint in matters regarding their employment. In many cases, grievances may be related to employee dissatisfaction with aspects of their employment, relationships with managers or peers, or any other aspect of work. In other cases, grievances may be related to various country or local laws or to basic rights as represented in the United Nations' [Universal Declaration of Human Rights](#) and in the principles defined in the International Labour Organization's [Declaration on Fundamental Principles and Rights at Work](#).

Timely attention to grievances and a respectful process of resolution can help ensure that matters are addressed constructively and keep them from becoming more serious disputes affecting the work environment.

Relevance

As in any company, and particularly a large global corporation such as Johnson & Johnson, there are occasions when differences arise on matters relating to an individual's employment. Our experience is that by addressing such issues quickly, fairly and amicably, we demonstrate trust and respect for our employees and their rights, and we help preserve the good relationships across our organization that have supported our culture and reputation for decades. We know that it is far better to address concerns fairly and quickly than let them potentially affect an employee's ability to contribute effectively.

Guiding Principles

As stated in [Our Credo](#): "We are responsible to our employees who work with us throughout the world. We must provide an inclusive work environment where each person must be considered as an individual.

We must respect their diversity and dignity and recognize their merit ... Employees must feel free to make suggestions and complaints.”

Our Position

At Johnson & Johnson, we believe in respecting and supporting the thousands of individuals who, every day, help fulfill our vision and mission to deliver better health for all. We strive to ensure that all employment complies with all applicable laws and regulations in every country in which we operate, including those concerning hours of work and rest, compensation, equal opportunity, human rights and working conditions. See also our [Position on Employment and Labor Rights](#).

We believe in the value of all individuals and their inalienable rights as represented in the United Nations’ Universal Declaration of Human Rights and in the principles defined in the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work. See also our [Position on Human Rights](#).

In cases where employees have a grievance against one of our operating companies, however small, we believe that employees should have the opportunity to raise and achieve resolution by following a fair and prompt grievance process, without fear of retaliation. Whenever possible, we believe in addressing concerns locally, as they arise, and encourage our employees to approach their direct managers or Human Resources representatives, including our Employee Relations & Labor Relations team (“ERLR”), who can, in most cases, achieve satisfactory resolution. We call this process “Open Door.” In cases where this is not successful, or the employee may not feel comfortable in raising a concern, defined procedures are followed in all Johnson & Johnson companies through to resolution of each issue. Our approach includes:

Providing a global, accessible channel for reporting concerns: The [Our Credo Integrity Line](#) 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.

Maintaining and communicating procedures for resolving employee concerns: Johnson & Johnson offers employees clear and defined procedures for resolving employee relations concerns fairly, quickly and as amicably as possible. In different countries and regions, detailed practices for resolving grievances vary according to established practice, local laws and regulations, and other local considerations. In the U.S. and Puerto Rico, for example, employees are expected to use our Common Ground processes, as described in our [Guide for Resolving Employee Disagreements in North America](#). In all countries and regions, our processes are intended to be clear, fair and amicable, and are widely communicated internally to employees.

Application

This Position is relevant for the Johnson & Johnson Family of Companies, as detailed in our [governance materials](#).

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