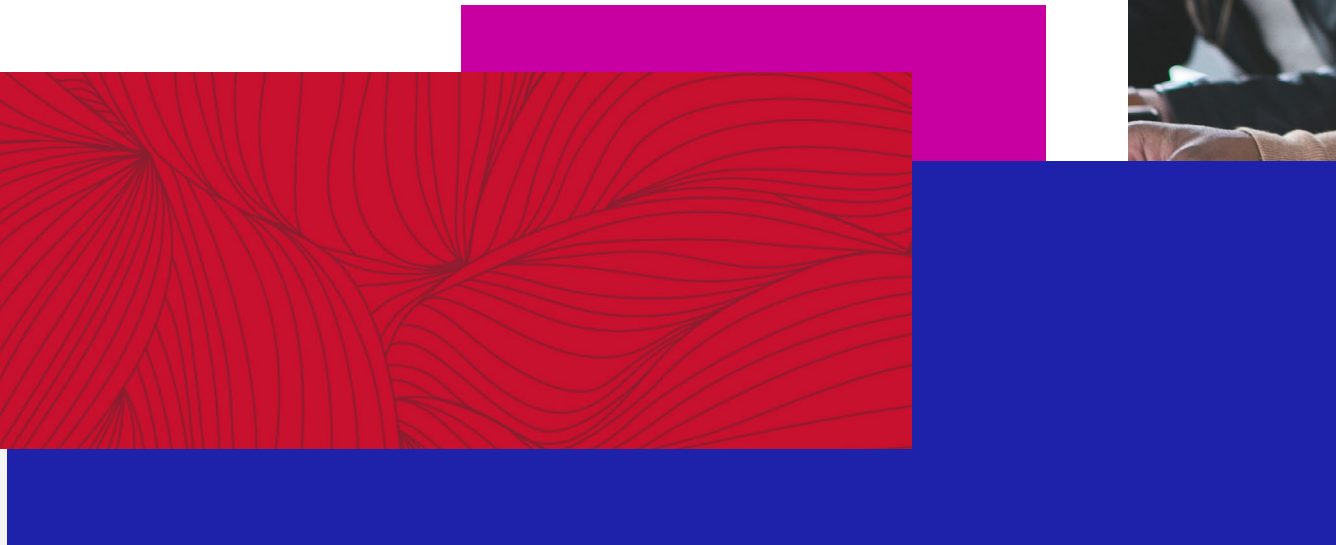


2021 Diversity, Equity & Inclusion Impact Review

We All Belong

Contents





Learn more about this DEI Review:



Welcome

We All Belong

We are living in a period of profound change. Our employees, customers, patients and the communities we serve are demanding more from organizations to accelerate diversity, equity & inclusion (DEI) outcomes.

At Johnson & Johnson, Our Credo outlines our responsibility to create an inclusive workplace and respect the dignity and diversity of all people. Our DEI strategy has enabled us to build diverse teams and an inclusive environment that values different perspectives, backgrounds and life experiences. Approaching DEI with intentionality and rigor—as we do every business opportunity—allows our strategy to evolve and remain relevant in our rapidly changing world.

At Johnson & Johnson, all of us have a responsibility to accelerate our progress, and we all are accountable and empowered to drive measurable change. Because at Johnson & Johnson, **WE ALL BELONG.**



Research shows that employees who feel they belong at work are much more likely to experience remarkable improvements in the following career indicators:ⁱ



+27%
Retention



+43%
Engagement



+58%
Loyalty

ⁱ "The Power of Belonging," Coqual, 2020, <https://coqual.org/wp-content/uploads/2020/09/CoqualPowerOfBelongingKeyFindings090720.pdf>

About this DEI Review

Our third Diversity, Equity & Inclusion (DEI) Impact Review showcases the multitude of ways in which we at Johnson & Johnson advance, embed and promote a diverse workforce; an equitable approach; and an inclusive culture across our business and in the communities we serve. The values of DEI cut across our three business segments (Pharmaceutical, MedTech and Consumer Health) and all the regions of the world in which we operate, and our DEI strategy underpins everything we do. In this Review, we share examples of progress made in 2021, building on our many years of commitment and action to make DEI how we work every day. We also share our evolved DEI strategy and how we intend to continue to advance DEI in the coming years.

In this Review, we share data about our activities and progress relating to DEI. Where data are replicated or referenced from our [2021 Health for Humanity Report](#) or our [2021 Annual Report](#), many of which are externally assured, we note this accordingly. Other information and data in the Review have been verified internally and aim to be a true representation of our DEI journey.

Information relating to the financial performance of Johnson & Johnson and its subsidiaries, as well as the “Cautionary Note Regarding Forward-Looking Statements,” can be found in the Johnson & Johnson Annual Reports, available at www.jnj.com/about-jnj/corporate-reports.

We welcome conversations with readers of this Review and sincerely invite you to contact us with queries or comments at DiversityandInclusion@its.jnj.com.

How We Define DEI



Diversity

Diversity is about each individual's unique perspective. It's about each of us, our colleagues and the world we care for—all backgrounds, beliefs and the entire range of human experience.

Equity

Equity is tailoring tools and resources to meet the unique needs of each individual and continuously improving our systems and processes, **so everyone has the opportunity to reach their full potential.**

Inclusion

Inclusion is creating a deep sense of belonging, where each individual is valued, each one's ideas are heard and everyone advances this culture for everyone.

Message from Our CEO



To Our Global Community,

At Johnson & Johnson, diversity, equity and inclusion (DEI) is at the heart of how we operate our business. Building on values established in Our Credo, we aim to create an inclusive environment that respects the dignity and diversity of all people and provides everyone with equitable access to healthcare.

Events over the past few years have raised the importance of ensuring health equity and kick-started long overdue conversations

about the impact of systemic racism on health outcomes. For this reason, it is imperative that we keep building on the momentum now underway.

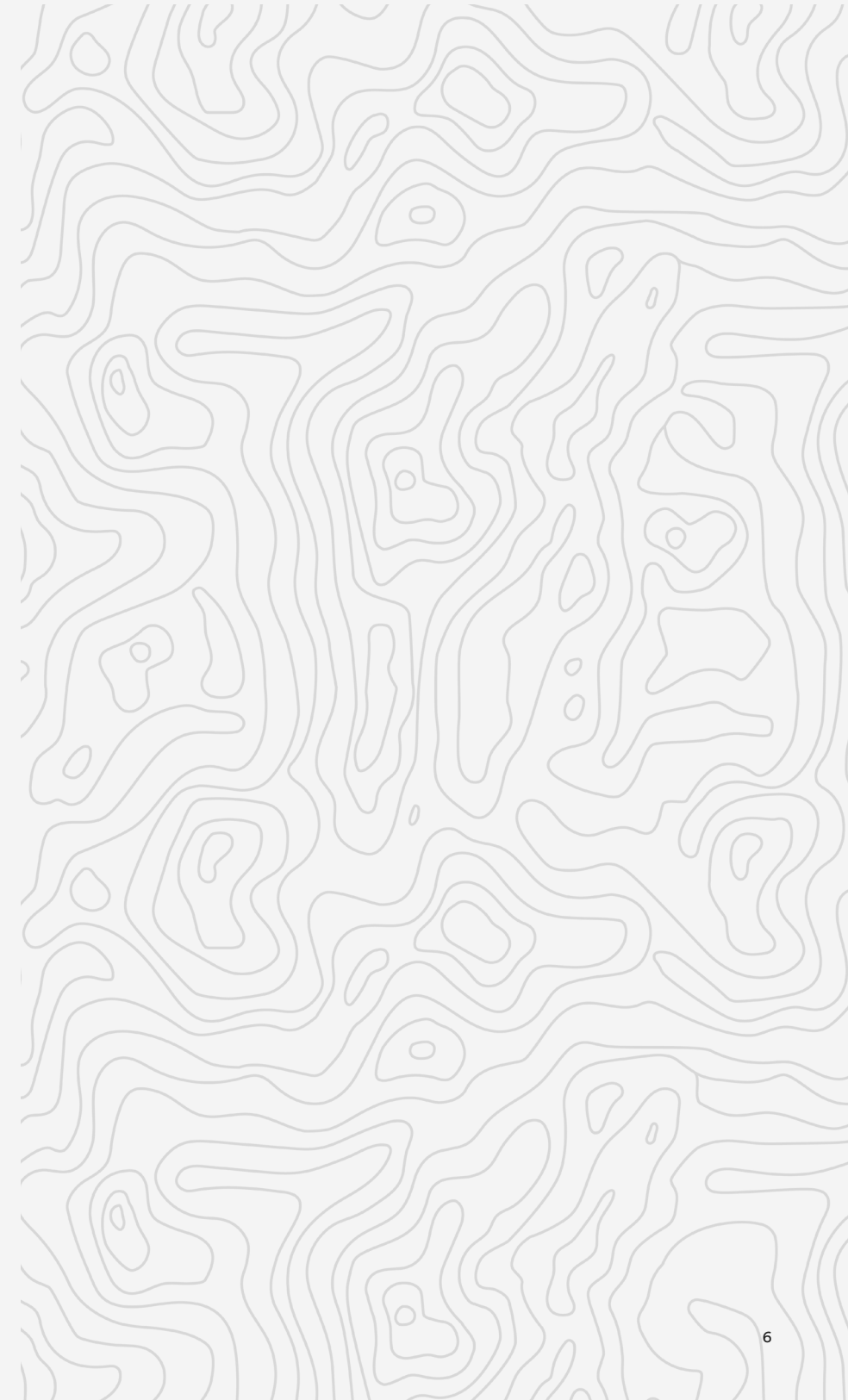
It's been clear from my earliest days at the Company in Spain that when each employee brings their unique background, culture, life experience, and perspective to the table we end up better equipped to solve the world's most complex health problems. This is why I consider our 144,000 employees our greatest strength when it comes to driving meaningful change.

Our approach to DEI is constantly evolving and growing to anticipate and address society's needs. I'm proud that we are **accelerating our global culture of inclusion** to make sure every individual feels that they belong, with a focus on developing deeper insights to understand need at the country level. As part of that effort, we are working to **build a workforce that reflects the diversity of our communities** and truly understand the needs of patients around the world. We are also focused on **driving innovation and growth** by seamlessly infusing DEI into our research, development, partnerships, charitable giving, and supplier network.

These are the efforts that will help Johnson & Johnson **achieve equitable access and outcomes**. By tailoring our tools, resources, and mindsets to meet the unique needs of individuals, we are striving to ensure that each employee has a fair and equitable opportunity to contribute and reach their full potential in the important work that they do for our Company.

DEI is an essential part of our success. As you will see in the stories shared in this report, we continue to make progress. I hope you are inspired by what's possible when we act with purpose. I look forward to seeing how this momentum accelerates in the years to come.

Joaquin Duato
Chief Executive Officer



Message from Our CDEIO



To Our Global Community,

For 136 years, the values of diversity, equity & inclusion (DEI) have been part of our culture at Johnson & Johnson. Our Credo outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people. While these values have always been part of our cultural fabric at Johnson & Johnson, DEI matters more to our culture and our business than ever.

The world is changing. Society—our patients, customers, employees, shareholders and the communities we serve—are demanding more from us as an organization, including greater transparency and accountability to accelerate DEI outcomes. Hearing and accepting our responsibility to use our “big for good,” we have evolved our DEI evidence-based strategy to be even more intentional about our commitments and accelerating DEI progress for all.



We All Belong


Our DEI strategy has enabled us to prioritize and invest in the initiatives that drive differentiated outcomes such as building teams that reflect the diversity of the communities we serve, tailoring tools and resources to meet individual needs and improving our systems and processes so everyone has the opportunity to reach their full potential. Over the past year, we have challenged ourselves to new levels of accountability and transparency through our 2025 Health for Humanity Goals, the launch of our DEI Goals for all People Leaders, and more.

Equally important is our commitment to cultivating a sense of belonging within our Company. This means strengthening our inclusive environment that values different perspectives, backgrounds and life experiences to drive innovation and help us to solve today’s most pressing health challenges. We create resources and tools to build the inclusive leaders of the future, encouraging empathetic and courageous conversations on the topics presenting our greatest challenges. Our Exploring Our Diversity immersive learning series deepens our understanding of the unique journeys of the diverse communities we serve to expand our awareness

and empathy for our colleagues, patients, customers and consumers. Additionally, through Our Race to Health Equity, Johnson & Johnson committed \$100 million over the next five years to promote health equity solutions for communities of color in the United States.

In 2022 and beyond, our focus is on advancing our DEI progress by launching an evolved DEI strategy that is expanding our global focus and impact and elevates equity across our talent and business processes. At Johnson & Johnson, our DEI success is the result of the passion and dedication of our employees around the world who make DEI how we work every day.

Wanda Bryant Hope
Chief Diversity, Equity & Inclusion Officer


**Learn more about our
Chief DEI Officer**








DEI as a Strategic Imperative

Our approach to DEI at Johnson & Johnson is continually evolving, just as the world evolves, with perceptions and priorities changing in response to social, political, demographic and other dynamics. At its core, DEI has always been embedded in our way of life at Johnson & Johnson. Over the years, we have sharpened our focus, better articulated our approach and developed stronger tools to lead, manage and monitor our performance and impact. In 2017, we launched our first global DEI strategy that has enabled us to align our focus on DEI and embed a vision, mission and definition that resonated globally. In 2018, we updated *Our Credo* to reinforce our commitment to DEI with the words: “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.” In 2020, Johnson & Johnson launched Our Race to Health Equity to help eradicate health inequities for people of color, following the year’s events that spotlighted how racism and the COVID-19 pandemic exacerbated inequitable access to healthcare. In 2021, we evolved our DEI Strategy to further power our progress in the coming years.





Our DEI milestones

Learn more about how DEI has shaped our story.






1886 to 1942

-  Johnson & Johnson is founded in 1886; **eight of the first 14 employees are women.***
-  **First female scientist** is hired in 1908. Eight out of 36 department supervisors are women.*
-  During the 1910s, Johnson & Johnson **advertising materials were created in 15 languages** in the United States.*
-  In 1930 **Johnson & Johnson opened operating companies in Mexico and South Africa**, followed by **Brazil and Argentina** in 1937.*
-  Amidst the Great Depression, General Robert Wood Johnson advocates for 30- to 40-hour work week; offers a **5% wage increase** in 1933.**





1943 to 1984

-  **Our Credo is drafted in 1943**, outlining our commitments, values and how we must operate responsibly.*
-  Johnson & Johnson opened its **first operating company in India** in 1957.*
-  Johnson & Johnson becomes a partner in the US president Johnson’s 1964 Plans for Progress dedicated to **elimination of employment discrimination.***
-  Nancy Lane, in 1976, becomes **first female and first Black/African American Vice President.***



1985 to 2004

-  Named a **Best Place to Work for working mothers** by Working Mother Magazine in its 1985 inaugural listing and included every year for more than 30 years.
-  Johnson & Johnson becomes the first western healthcare company to **open an operating company in China** in 1985.*
-  Global Bridge to Employment program geared towards high school students in **underserved communities** launches in 1992.*
-  Our **Global Supplier Diversity and Inclusion Program** established in 1998.
-  Employee benefit plans in 2003 include **same sex partners.**

2005 to 2017

-  **“Gender Identity and Expression”** is added in 2005 to non-discrimination policy.
- Benefit Plans expanded in 2009 to include **transgender employees.**
-  **Joined the Billion Dollar Roundtable** in 2011, spending at least US \$1 billion annually with certified minority and women owned businesses.
-  Launched **WiSTEM²D initiative** (Women in Science, Technology, Math, Manufacturing and Design) in 2015.
-  First **inclusion index** becomes part of annual Our Voice Employee Survey in 2017.

2018 to 2020

-  Ranked as **#1 Company for Diversity** by DiversityInc in 2018 and best place to work for **Disability Inclusion** by Disability:IN Disability Equality Index.
- In 2019, launched the **Experienced Military Veteran Leadership Development Program** and the **Center for Health Worker Innovation** with a US \$250 million commitment from the Johnson & Johnson Family of Companies and Johnson & Johnson Foundation.
-  Johnson & Johnson is the **only company to endorse the Black Maternal Health Momnibus Act** and in 2020 becomes a **co-founder of the Equitable Maternal Health Coalition.**
- In 2020 Johnson & Johnson announced \$100 million in commitments and collaborations over the next five years to **invest in and promote health equity solutions for Black people and other communities of color** in the United States.

*Image courtesy: Johnson & Johnson Archives.

**Image courtesy: Library of Congress, Prints & Photographs Division, photograph by Harris & Ewing, [reproduction number, e.g., LC-USZ62-123456]

DEI as a Strategic Imperative

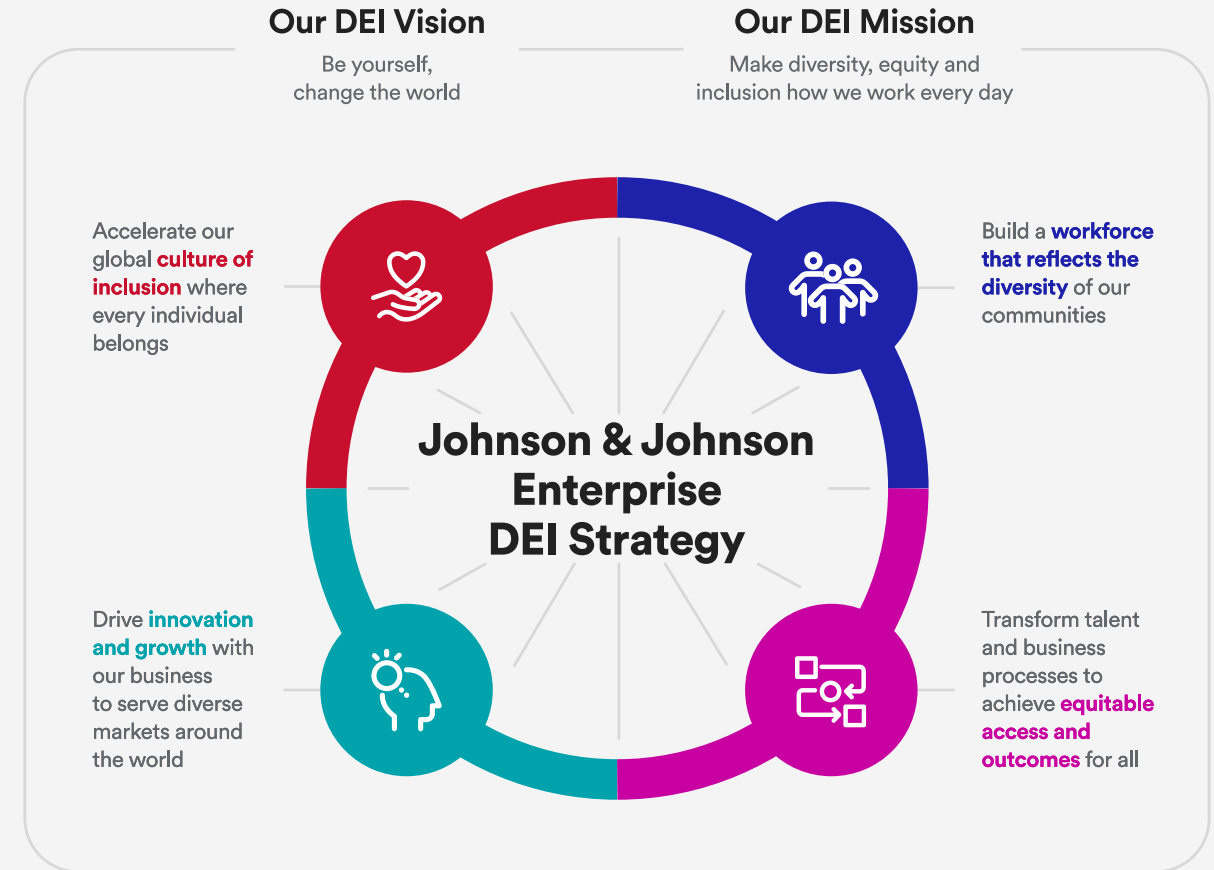
Our Evolved Enterprise DEI Strategy

We firmly believe that DEI is both a moral and business imperative. DEI accelerates our ability to meet the changing needs of the communities we serve as we deliver Our Purpose to profoundly change the trajectory of health for humanity. The COVID-19 global pandemic and recognition of racial and social injustices has changed the world forever. Patients, consumers, employees and shareholders are demanding greater transparency and accountability to accelerate progress around DEI.

In a multifaceted and inclusive process, we used internal and external insights to help us understand how our employees are experiencing our culture. We held workshops to explore new ideas and partnered with Johnson & Johnson leaders to co-create a refreshed strategic framework. Building on our progress, our evolved DEI strategy focuses on ensuring current global and local relevance, recognizing the evolving needs of our global workforce and better integrating equity across our Company. Each of the four pillars within our evidenced-based strategy is intentionally interconnected.

- We will continue to **accelerate our global culture of inclusion** to make sure every individual belongs with a focus on developing deeper insights to understand country level needs. We want to continue to strengthen inclusive leadership competencies at all levels of the organization.
- It's important that we continue to focus on representation. We've shifted our language from "build a diverse workforce" to say we will **"build a workforce that reflects the diversity of our communities."** This change has really resonated internally as it reflects that every employee, no matter what background or experience they bring to Johnson & Johnson, is valued and represented.
- It's critical that we continue to connect DEI to our businesses to **drive innovation and growth**. We must understand the diverse needs of the patients, customers and consumers that we serve around the world—so that we can develop healthcare solutions for all communities and connect with them in meaningful and relevant ways.
- We added a new strategic pillar focused on **transforming talent and business processes to achieve equitable access and outcomes for all**. We aim to accelerate action against this strategic pillar in several ways, for example, through Our Race to Health Equity to advance equity in healthcare, and through disrupting and reimagining our talent and business systems. Emphasizing equity as a priority throughout our Company encourages a fairer, more collaborative, and more inclusive cultural environment conducive to producing positive workplace and business outcomes—for employees and for our organization.

Our evolved enterprise DEI Strategy is aligned to our DEI Vision and Mission and rests on four core pillars.



The DEI strategy is supported by systems, tools, data and analytics, technology, and communications that are deployed throughout our organization. We leverage internal and external partnerships across the four pillars to drive progress.



DEI as a Strategic Imperative

Research consistently shows that companies with diverse leadership and inclusive cultures deliver superior performance across a range of metrics, including profitability, innovation and other business outcomes.

Companies in the top quartile for diversity are more likely to outperform their peers:ⁱⁱ



25%
Outperformance with executive-level gender diversity

36%
Outperformance with executive-level ethnic diversity

Diverse and inclusive companies are:ⁱⁱⁱ

8x
more likely to achieve better business outcomes

6x
more likely to be innovative and agile

2x
more likely to meet or exceed financial goals

ⁱⁱ Vivian Hunt, et al., "Delivering through Diversity," McKinsey & Company, January 2018, https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx,

ⁱⁱⁱ Juliet Bourke, Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions (Australian Institute of Company Directors, 2016).

Setting the Tone at the Top

DEI isn't just owned by the Global Office of Diversity, Equity and Inclusion or by our Human Resources organization—it belongs to everyone at Johnson & Johnson. It is everyone's responsibility. Organizational leaders set the tone—making it a priority to engage with senior leadership for their support and alignment on demonstrating their commitment while ensuring all levels of the organization understand that DEI is a priority. DEI leadership operates within a defined governance structure that clarifies responsibilities and assigns accountability for taking action and achieving results.

Our Chief Executive Officer and Executive Committee set a consistent direction through their leadership and engagement in advancing DEI, including quarterly reviews of DEI performance. Twice a year, the Johnson & Johnson Board of Directors reviews DEI progress and performance.

Integrating DEI Across our Enterprise



DEI as a Strategic Imperative

Our Chief Diversity, Equity & Inclusion Officer (CDEIO) is responsible for the development and integration of our DEI global strategy. The Global Office of Diversity, Equity and Inclusion led by our CDEIO drives the strategic direction of DEI across the enterprise and is accountable for the implementation of our policies, programs and practices

- The key elements that help ensure we deliver our DEI Mission, Vision and strategy include:

- Our Credo & Our Leadership Imperatives that set a standard for our employees and people leaders to engage and work across our enterprise, underpinning a culture of inclusion

- DEI goals that link to compensation and support accountability for performance across the Enterprise

- Our formal DEI Governance Policy & Process that provides guidance and ensures teams leverage experts and resources that align with our DEI strategy as they invest in DEI



Our Leadership Imperatives

- Dedicated teams within our Human Resources organization that focus on hiring, developing and retaining diverse talent across our Company
- Our enterprise-wide biennial Our Voice Survey, used to measure our culture of inclusion, including how our employees feel heard, valued and respected, and free to be their authentic selves. In 2021, 91% of active employees participated in the survey. In alternate years, the Our Credo Survey provides a measure of employee sentiment and feeling of being connected to our colleagues and our values.
- Transparent reporting on progress through the publication of our annual Health for Humanity Report, supplemented by the DEI Impact Review.

DEI and ESG: Partnering to Accelerate Change

In our rapidly changing world, our commitment to DEI matters more than ever. We have a responsibility to drive change within Johnson & Johnson and around the world. Recognizing the demands of the market, we have enhanced our accountability and transparency significantly. In fact, we publicly committed to five DEI Health for Humanity 2025 Goals and are now reporting on our first year of progress.



Our DEI Strategy is in alignment with Johnson & Johnson’s ESG Strategy. DEI is based on our values and supports our business objectives. All our DEI priorities advance different aspects of the Enterprise ESG Strategy, from enabling people to feel they belong to helping drive equity in healthcare for our patients and our consumers.

Sharon Fronabarger

Head of DEI Global Center of Excellence, Johnson & Johnson

Our DEI strategy is the outcome of an extensive process to understand the opportunities needs, and challenges for our people and our business from a DEI perspective. Clearly, it does not work in a vacuum. It builds on the values of Our Credo and aligns with Johnson & Johnson’s internal and external sustainability priorities, supporting progress toward Our Purpose of profoundly changing the trajectory of health for humanity.

Contributing to the Johnson & Johnson Enterprise ESG strategy:

The Enterprise Environmental, Social and Governance (ESG) Strategy is built around three focus areas:



Champion global health equity

Fostering better health for people, communities and the planet and improving access and affordability around the world



Empower our employees

Cultivating a workforce that is healthy, inspired and reflective of those we serve



Advance environmental health

Protecting environmental health and the resilience of our business

These focus areas are underpinned by a foundation to **lead with accountability and innovation**—a commitment to science and data-driven decision making, compliance, integrity and responsible business practices across the value chain.

DEI as a Strategic Imperative

Advancing the Health for Humanity 2025 Goals:

In 2021, Johnson & Johnson published a set of 21 ESG goals informed by priorities identified through engagement with a range of internal and external stakeholders. DEI has always been a central part of our ESG approach, and these [Health for Humanity 2025 Goals](#) now explicitly include five DEI-inspired goals that our entire organization will help deliver. Our DEI Strategy and action plans are designed to support Johnson & Johnson and our overall achievement of these goals.

Health for Humanity 2025 Goals

Women in Management

By 2025, achieve 50% of women in management positions* globally.

Ethnic/Racial Diversity in Management

By 2025, achieve 35% ethnic/racial diversity in management positions* within the U.S.

Black/African Americans in Management


By 2025, achieve 50% growth of our Black and African American employees in management positions* in the U.S.

Women in STEM²D

By 2025, engage two million girls in STEM²D activities.**

Global Supplier Diversity and Inclusion

By 2025, achieve \$4.5 billion Global Impact Spend with small and diverse suppliers, representing a 20% increase from 2020.

 **For more about our progress against the Health for Humanity 2025 Goals in 2021, see the [Johnson & Johnson 2021 Health for Humanity Scorecard](#).**

*"Employee" is defined as an individual working full-time or part-time, excluding fixed-term employees, interns and co-op employees. Employee data may not include full population from more recently acquired companies, and individuals on long-term disability are excluded. Contingent workers, contractors and subcontractors are also excluded. Fixed-term contracts make up less than 5% of total employees plus individuals on fixed-term contracts. Johnson & Johnson is not currently able to disclose the number of individuals on fixed-term contracts in 2021. We are working to make this information available in future. Management positions are defined as pay grade 30 and above. In the U.S. and ethnic/racial diversity groups include: Asian, Black/African American, Hispanic/Latino, Other Ethnic Racial Diversity (2+ More Races, NH/PI, AN/AI) employees.

**This may include multiple engagements with the same girl.

Furthering the Sustainable Development Goals (SDGs):

The SDGs of the United Nations were established in 2015 as an agenda to advance global prosperity by 2030. Business enterprises can contribute to and accelerate achieving the SDGs through their business practices. Overall, Johnson & Johnson contributes directly to 11 of the 17 SDGs. Specifically, our DEI strategy aims to drive positive outcomes as envisioned by five SDGs.



Measuring Progress in DEI

Investors, business partners, patients and consumers are demanding greater corporate transparency and accountability to address inequities and drive DEI progress. We maintain systems that expand DEI accountability for leaders across Johnson & Johnson to live the values of Our Credo and drive measurable change. During the year, and as part of our regular business activities and controls, we monitor and measure our progress in a variety of ways, including:

- **Health for Humanity 2025 Goals:** We report publicly and transparently on our progress in our annual Health for Humanity Report, together with a full set of performance data covering DEI impact, which are externally verified and assured.
- **Compliance and equal opportunity:** We maintain strict vigilance regarding how we adhere to laws and regulations governing employment and DEI-related matters globally.
- **Regular internal reporting:** We provide our leaders with talent development and diversity metrics on a regular cadence so they can assess progress and accelerate action where required.

- **DEI Goal setting and performance reviews:** All people leaders around the organization set DEI Goals and are held accountable for achieving them. In our year-end performance review process, people leaders' performance is assessed against DEI Goals, and tools and resources are provided to assist leaders in improving their performance.
- **Listening to employee insights:** Our annual surveys assessing employee engagement and Our Credo values provide a wealth of information for our people leaders about how our employees feel heard, valued and respected. Data-driven insights are also provided to support action planning for improvement. A subset of responses is aggregated to form the Inclusion Index—a composite measure of how our people leaders are delivering a culture of inclusion. The Inclusion Index is included as part of our Vice President (VP) DEI Scorecard (see section: [Holding People Leaders Accountable](#)) and influences overall VP-level performance assessment and compensation.
- **External recognition:** Benchmarking our performance with our peers and the broader universe of business enterprises is important to Johnson & Johnson as another reflection of the impact we make through DEI. We are frequently honored to receive awards for our DEI programs and achieve high rankings from multiple rating organizations.

Notable external recognitions of our leadership in DEI in 2021 include:

To see our full list of external recognitions, please [click here](#)



**Best Company for
Multicultural Women**



**Top 10 Best Companies for Dads
(Seramount)**



Company of the Year (Latina Style)



**Pinnacle company for Diversity
Best Practice Inclusion Index**



**100% score on the Disability
Equality Index**



Military Friendly® Employer



“5 Star Employer”



**100% score on the Corporate
Equality Index for the 16th year**



Hall of Fame Company



**Diversity Inc. Top Companies
Lists (2021) rankings:**

- | | |
|------------------------------|--------------|
| 1: Latino Executives | 11: LGBTQ |
| 4: Black Executives | 11: Veterans |
| 7: Asian American Executives | |



**#6 Columbia
#9 Latam**



**Swiss LGBTI Label Seal
of Diversity**



In 2021, we enhanced the diversity of our workforce while reinforcing accountability for DEI throughout our organization's leadership. Read more in these sections:

Diverse Workforce

At Johnson & Johnson, we are committed to building a workforce that reflects the diverse communities we serve. This doesn't happen by chance. Our responsibility as the largest healthcare company in the world is to make sure we are reaching across our regions to find the best talent pools to join our Company. By bringing together people with different perspectives, backgrounds and experiences, we fuel our creativity, innovation and growth.

Data about our workforce are reported annually in alignment with the gender, ethnicity and race information that is self-reported by employees and recorded in our HR Information Systems (HRIS). The data shared in this DEI Impact Review is sourced from our externally assured sustainability-related data in our Johnson & Johnson [2021 Health for Humanity Report](#), which is our primary source for ESG disclosure, and in our [2021 ESG Performance Data](#).

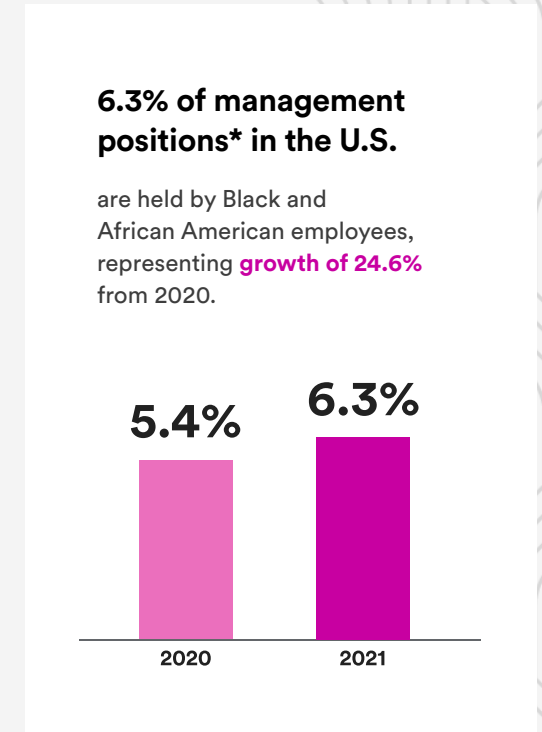
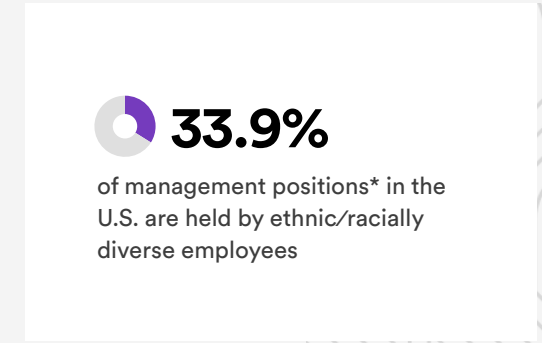


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Inspired every day by Our Credo, we strive to create a workforce that reflects the diverse communities we serve and a culture of belonging where everyone can be their authentic selves. Bringing our diverse backgrounds, cultures, experiences and perspectives together is the best way to solve today's complex health problems and create a healthier, more equitable world.

Peter Fasolo, Ph.D.

Executive Vice President, Chief Human Resources Officer, Johnson & Johnson



**“Employee” is defined as an individual working full-time or part-time, excluding fixed-term employees, interns and co-op employees. Employee data may not include full population from more recently acquired companies, and individuals on long-term disability are excluded. Contingent workers, contractors and subcontractors are also excluded. Fixed-term contracts make up less than 5% of total employees plus individuals on fixed-term contracts. Johnson & Johnson is not currently able to disclose the number of individuals on fixed-term contracts in 2021. We are working to make this information available in future. Management positions are defined as pay grade 30 and above. In the U.S. and ethnic/racial diversity groups include: Asian, Black/African American, Hispanic/Latino, Other Ethnic Racial Diversity (2+ More Races, NH/PI, AN/AI) employees.

Holding People Leaders Accountable

Our global DEI strategy, backed by [Our Credo](#), sets the foundation for ensuring leaders at all levels have both the responsibility and opportunity to invest in DEI for themselves and their teams. We provide training and education to support leaders and employees on their DEI journey, whether it's about goal setting, hiring and developing talent, tools for courageous conversations or cultural immersion.



90%

of people leaders that attended our DEI training and educational sessions reported that they felt prepared to achieve their DEI Goals (Diverse Workforce Solutions Attendee Survey, 2021)

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In order to be an exceptional leader at Johnson & Johnson, you need to demonstrate a focus on diversity, equity and inclusion.

Brandi Marsh

Head of HR, DePuy Synthes

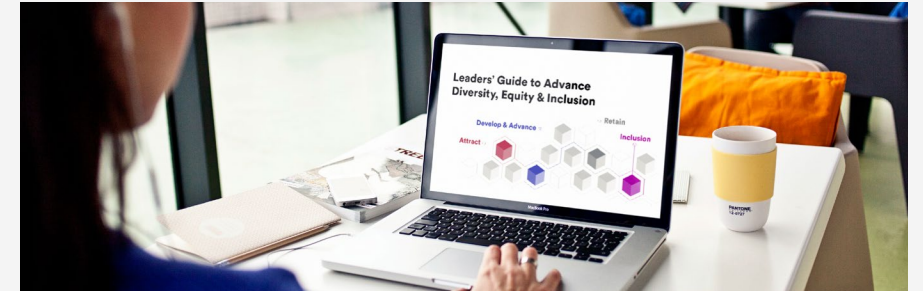
In 2021, we enhanced our accountability to strengthen our culture of inclusion and continue building a diverse workforce to drive more equitable outcomes in the following ways:

Expanded DEI goal setting to all people leaders across the Enterprise: In 2021, we broadened our enterprise-wide DEI goal setting program beyond our most senior leaders to all 27,000 people leaders across Johnson & Johnson. Each of these leaders was asked to commit to at least one annual DEI goal. Along with people leaders setting their DEI goal, we had an additional 20,000 individual contributors opt in to include DEI goals. Progress made against these goals is tracked in our HRIS and assessed in the year-end performance review process, which is linked to compensation. This helps people leaders to drive real, measurable DEI impact that will make Johnson & Johnson stronger, more innovative and more successful across all dimensions of our business.

Raised the bar for our most senior people leaders: In addition to our DEI goal setting for all people leaders, we placed special emphasis on driving accountability for approximately 300 Vice Presidents leading some of our largest teams. Each of these leaders receives a VP DEI Scorecard, which incorporates both representation and inclusion measurements and links their goals to our Health for Humanity 2025 Goals (see section: [DEI and ESG: Partnering to Accelerate Change](#)). These VPs also participated in training on defining a diverse slate of candidates, creating a diverse interview team, and ensuring that job requirements are essential for the role. Additionally, leaders met to share best practices and lessons learned.

Delivered training and tools for people leaders at all levels: Though 2021, we provided training and resources specifically designed to help people leaders understand the expectations and challenges they face in building a diverse workforce and creating a culture of inclusion as well as ways to address these opportunities (see section: [Educating for Inclusion](#)).

Engaged people leaders in sharing knowledge: During 2021, we ran online Knowledge Exchange Sessions, involving our DEI leadership and other experts from our organization. The sessions were designed to deepen understanding about the why, what and how of creating a diverse workforce as well as an inclusive and equitable culture. The sessions were voluntarily attended by thousands of leaders and published on our internal portal for on-demand viewing.



Many of the DEI educational resources were integrated in 2021 into one comprehensive reference for all people leaders: Our Leaders' Guide to Advance Diversity, Equity & Inclusion. We also created a detailed guide to personalizing DEI goal setting.

“

The personal commitment to DEI by each member of our leadership has made a tremendous difference in the success our teams. They have sought to understand the needs of the organization by having open and transparent conversations with our teams. Through this, we have been able to ensure there is an understanding that DEI is not just a metric or goal, but that it is embedded in the fabric of how we work.

Candice Long

President, Infectious Diseases & Vaccines, Janssen Pharmaceuticals

Holding People Leaders Accountable



In 2021, more than 4,000 people leaders received customized development reports after participating in a People Leadership Excellence assessment program, designed to help people leaders with their team leadership capabilities.

Improved self-identity reporting: In order to support our aim to improve gender, ethnicity, race, veteran, disability and LGBTQIA+ representation at all levels in our business, we aspire to improve the way our global employees can tell us more about who they are. This helps us to:

- Better understand the diversity composition of our employee population
- Identify workforce trends and opportunities for our people
- Focus our efforts where they are needed most to advance our culture of inclusion

To facilitate this, in 2021, we leveraged technology to improve self-ID reporting in the U.S., with an aim to roll this out to other countries in the future. The improvements allow employees to self-identify in different ways such as:

- Recognizing intersectionality by enabling employees to self-identify as more than one race
- Enabling employees to opt in to include their preferred pronoun in their organization profile
- Integrating personal profile updates with other routine HR tasks to make it easier for employees to self-identify

Colleagues appreciated this system improvement, and in 2021, 58% of users in the U.S. reviewed and updated their personal information.

Improving Black economic empowerment in South Africa: Our teams at Janssen South Africa continue to embed DEI as a way of life and in 2021, achieved a Level 8 Broad-Based Black Economic Empowerment (B-BBEE) rating by the Department of Trade & Industry of South Africa for the second year. This was achieved through consistent focus on enhancing inclusive decision-making supported by a dedicated B-BBEE Steering Committee, introducing programs for upskilling the workforce and building capabilities for the future as well as continued support for local organizations advancing healthcare such as the South African Depression and Anxiety Group and the Public Health Enhancement Fund.



Incorporating inclusive behaviors into partner feedback: As part of our year-end assessments process managers can ask business partners to provide feedback on their teams' performance. This feedback form in our HRIS was updated so partners could share examples of the team member's inclusive behaviors. The update is a reflection of collaboration across HR that will improve our understanding of how inclusive actions connect to creating a culture of belonging within teams and across functions. An example of a question in the feedback form: "Can you share examples of how they seek, listen to and incorporate diverse points of view and foster an environment in which people feel respected for their individual point of view. Please provide specific examples on areas of strength and areas of opportunity to support their continued development."

Reimagining Talent Strategies

In recruiting, we broaden our outreach and look to remove barriers to identifying top talent. We seek to ensure equitable access to development. Consistent with our [Code of Business Conduct](#), employment decisions are made on the basis of qualifications, and not based on race, gender, ethnic status, age or any other protected status.

“

A key aspect in external talent scouting is building a relationship. We understand that though corporations recruit, candidates join companies to work for and with people.

Dapo Ajayi

Vice President, Tech Ops & Supply Chain Strategy,
Johnson & Johnson

Our internal data supports external research that diverse slates and interview teams matter:

1.6x

more likely to hire a female with a diverse slate
(with two or more diverse candidates)

2x

more likely to hire ethnically diverse talent with a diverse
interview team (with one or more diverse interviewers)

“

At Biosense Webster, we are working with many partners to better understand and develop solutions to address healthcare disparities in the treatment of cardiac arrhythmias. We know that a diverse physician workforce is better positioned to meet the needs of patients of all backgrounds, so many of our efforts are focused on fueling diversity among electrophysiologists. We are supporting programs that provide leadership training and growth opportunities for women, Blacks and Hispanics in electrophysiology with partners like the Heart Rhythm Society and the Association of Black Cardiologists.

Michael Bodner, Ph.D.

Worldwide President, Biosense Webster

Best Hiring and Retention Practices

Who we hire is one of the most important decisions we make, and doing so fairly, with equal opportunity for all, is central to Our Credo. In 2021, we expanded access to roles at Johnson & Johnson in a range of ways, focusing on underrepresented groups.

Expanding diverse slates: A candidate slate, defined as all interviewed candidates, is considered diverse when it has at least two qualified women candidates (global) or at least two qualified candidates who are women, Black or African American, or Hispanic (U.S.). We also believe in the value of having diverse interview teams as a best practice for inclusion, as this invites different perspectives in the candidate selection process and leads to more diverse hiring outcomes. In 2021, recruitment managers were asked to implement the diverse slates approach in hiring processes.

Implementing exit and stay interviews: With a workforce of more than 144,000, it is essential to learn from the experience of our employees, both those who stay with the Company as well as those who decide to leave. In 2021, we designed and deployed a routine Enterprise exit and stay interview process to inform targeted talent strategies and strengthen retention.

Exit interviews are conducted with employees at the senior director level and above who voluntarily resigned from their roles in Johnson & Johnson to understand their reasons for leaving. Stay interviews are conducted with current Johnson & Johnson employees to proactively engage and understand employee needs and expectations.

In 2021, with the help of an external consultant to ensure impartial and open dialogue, we conducted exit interviews with 67 employees at the senior director level and above across our corporate and business segment organizations. The interviews covered elements of the employee experience, including career, development, DEI and decision to leave. We also completed a pilot program of stay interviews with more than 100 global leaders. All interviews are confidential, and insights are aggregated to prevent interviewee identification. Enterprise stay interviews will be formally launched in 2022.

Reimagining Talent Strategies

Utilizing an early talent strategy: We engaged with the National Society of Black Engineers (NSBE) to co-lead the Diversity, Equity and Inclusion Virtual Conference and increase our engagement with attendees, resulting in a significant increase in women and Black engineers as well as the addition of almost 500 potential candidates to our pool. Prior to the conference, our hiring managers had identified open roles across Johnson & Johnson and were able to extend offers at the NSBE conference.

Assessing new DEI partnerships: During the year, we assessed 20 new organizations for opportunities to increase diverse hiring and formed partnerships with 10 of them. One such partnership was with historically Black colleges and universities (HBCUs), which have a large network of HBCU students and alumni. We engaged with HBCU Connect, adding almost 350 potential candidates to our recruitment pool. To support our hiring managers, we developed a best practice toolkit for working with HBCU Connect, and in late 2021, our teams partnered with HBCU Connect in a recruiting event showcasing the progress of Johnson & Johnson in changing the trajectory of human health and sharing career opportunities.

Returnship: Re-Ignite, our paid four-month returnship program, provides reemployment opportunities to help STEM professionals return to the corporate world after an extended break from employment. The program hit a milestone in 2021 of welcoming more than 100 returners to the workforce from 12 countries. The program includes onboarding, mentoring, technical training and alumni guidance during the returnship period and offers a nurturing, inclusive environment for returning employees to rebuild a meaningful career.



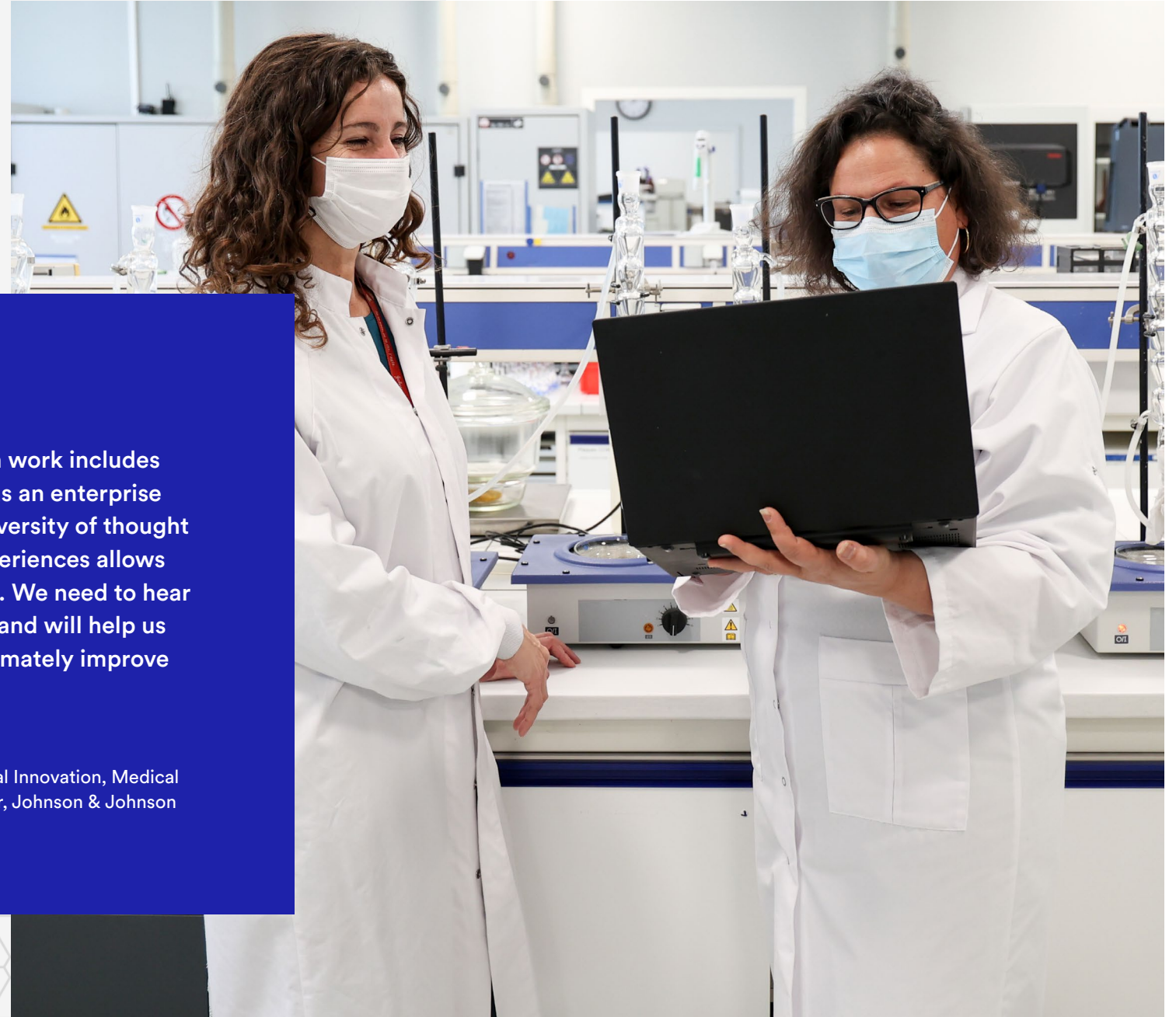
1000 DEVs—Talents for Good in Healthcare is a program that aims to change the trajectory of at least 1,000 lives of young people in vulnerability. J&J MedTech developed the 1000 DEVs program in an Open Innovation Model in partnership with Distrito, a Brazilian open innovation platform. The program will create conditions for them to overcome the social barriers that prevent them from entering the labor market by providing computers, equipment, training, mentoring and employment opportunities.



In 2021, we made progress in driving equity throughout our organization, with our business partners and in the communities we serve. Read more in these sections:

Equitable Access and Outcomes

Our goal is to work toward a society in which all people have fair access, opportunity, resources and are empowered to thrive. This can only be achieved if we target our efforts at eliminating biases that exist in our society, our communities and even in our business. We are determined to eradicate these barriers to equity through intentional efforts to remove bias in our workplace, improve the inclusiveness of critical business processes, help expand access to healthcare and expand our engagement with diverse external partners.



“

Diversity, Equity and Inclusion work includes everyone, across all regions, as an enterprise effort. This work is critical: Diversity of thought that comes from different experiences allows us to challenge the status quo. We need to hear a range of ideas. They fuel us and will help us develop products that will ultimately improve health for humanity.

William N. Hait, M.D., Ph.D.

Executive Vice President, Chief External Innovation, Medical Safety and Global Public Health Officer, Johnson & Johnson

Championing Equity in Healthcare

Through [Our Race to Health Equity](#), launched in 2020 as a bold aspiration to help eradicate racial and social injustice in healthcare, Johnson & Johnson committed \$100 million over five years to invest in and promote health equity solutions for Black communities and other communities of color in the U.S. Beyond our work to drive equity in our workplace through our DEI Strategy and practices, we are forging ahead with programs within our communities and in partnership with universities, health systems, nongovernmental organizations (NGOs) and governments to build coalitions to develop and expand programs that help close the health gap for people of color. For example, in 2021:

- We supported 11 health clinics as part of the National Association of Community Health Centers' Workforce Development Grant Program and partnered with the Foundation of the National Student Nurses' Association to increase nursing scholarships for underrepresented groups. We further supported 27 partner organizations and projects focusing on community health workers and health centers that serve people of color.
- To raise awareness of the important work of health workers in communities of color, we created [a six-episode video series](#) featuring conversations with Black doctors and nurses on the front lines of health equity across the U.S.

Episode 1 Chicago: History and Hope



- We strengthened our 20-year partnership with the National Medical Fellowships (NMF) including a **\$450,000, two-year scholarship and mentorship program for Black medical students** and a partnership with **NMF Diverse Clinical Investigator Training Institute (DCTR)** to increase patient diversity in clinical trials. With our support, NMF introduced an inaugural class of 25 physicians into the NMF [Diversity in Clinical Trials Research Program](#) to increase the number of underrepresented minority clinicians who serve as lead research managers or principal investigators.
- In the UK, we launched the Johnson & Johnson STEM Scholars Program to support Black students studying STEM in further education to help drive a more diverse healthcare workforce. The five-year program supports 25 students for two years and a cohort of 10 students for a further three years during their time at university and will enable students to gain experience through work placements and paid internships at Johnson & Johnson UK.



In early 2021, Johnson & Johnson became a founding member of the World Economic Forum's [Partnering for Racial Justice in Business](#) initiative. This initiative is a global coalition of organizations and their C-suite leaders committed to leveraging their individual and collective power to build equitable and just workplaces for professionals with underrepresented racial and ethnic identities.

Equitable Access in the Workplace

Creating an ecosystem for diverse talent in our organization is a key objective of our DEI Strategy. To ensure our workplace is welcoming for all and that people will be encouraged to apply to join our business, whatever their background, we must tailor our outreach and programs to the needs and unique requirements of all groups, including underrepresented groups.

Accelerating Talent Development

At Johnson & Johnson, we maintain a wide range of personal and professional development programs that support the growth and meet the career aspirations of Johnson & Johnson employees.

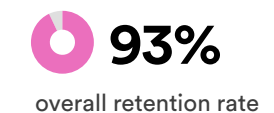
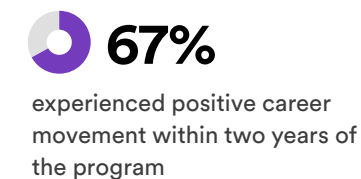
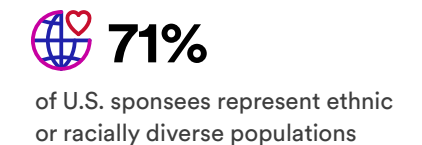
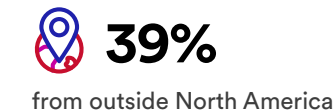
Specifically, we proactively leverage these development frameworks to ensure equitable access to opportunities for diverse employees at Johnson & Johnson to accelerate the progress and career development of diverse talent across our business. For example, in 2021, our initiatives included:

RISE: A comprehensive accelerator designed for high-achieving, mid-level aspiring leaders with diverse racial and ethnic backgrounds. It's ideal for people interested in pursuing senior roles across the Company and enhances priority skills development through real-world projects.

ASCEND: Our Global Women's Leadership Development Program is a premium talent accelerator designed to build on the leadership strengths of high-potential women across the organization. We ran one cohort of 30 female leaders in each of our three business regions in 2021, continuing our annual program.

Sponsorship: We maintain many forms of sponsorship in the organization at different levels to support personal and professional growth. Our Enterprise Sponsorship Program began in 2016 to support high-performing diverse managers through supportive sponsorship relationships with senior leaders to accelerate their development.

Enterprise Sponsorship Program Highlights



Equitable Access in the Workplace

Around the world, we tailor sponsorship opportunities to meet the needs of colleagues in different teams and regions. For example, in 2021, our Johnson & Johnson Technology (JJT) team onboarded more than 50 diverse colleagues to the Enterprise Sponsorship Program, pairing mid-management colleagues with more senior JJT managers to foster networking and skill building needed to advance a management career.

Reverse mentoring: Across the organization, we have many examples of reverse mentoring, providing our senior leaders with exposure to managers at an early stage in their careers, who provide their diverse perspectives and experiences. JJT introduced reverse mentoring for young managers to mentor seasoned colleagues and provide different insights on the changing ways of working in the digital age.

Development with our partner organizations:

- The Executive Leadership Council (ELC) is the pre-eminent membership organization committed to increasing the number of global Black executives in C-Suites, on corporate boards and in global enterprises. In 2021, we leveraged an ELC program focused on helping Black men further their development and careers.
- The Black Men in Leadership Virtual Conference is designed to help Black men navigate the corporate landscape with more confidence, clarity, and competency. This virtual program aims to provide crucial conversations, networking, and resources to help Black men continue their success. Based on overwhelming positive feedback, we are offering this session again in 2022, along with one for Black women.
- McKinsey Leadership Academy to expand opportunities for our diverse talent to attend structured programs that could accelerate their development. The Executive Leadership Program supports rising executives through capability building and a strong network and is delivered through virtual, expert-led plenary sessions and facilitated small group sessions over a three-month period.





Expanding Inclusion Opportunities

We take a conscious and proactive approach to creating a workplace that offers opportunities to all, ensuring that we intentionally work to remove barriers to entry and provide targeted support for underrepresented communities. Examples of our work in 2021 to advance women in STEM, support the veteran community and welcome people with disabilities are among the many areas of inclusive access we address through our DEI strategy and practices.

Women and Girls in STEM

We believe women are catalysts for creating healthier people, healthier communities and a healthier world. Historically, women have been underrepresented in science and technology professions. Women of color constitute 20% of the population but only 14% of bachelor’s degrees in STEM fields. At Johnson & Johnson, we believe we can change that.

Our WiSTEM²D program has been active since 2015 and operates across four pillars:

 Youth Spark enchantment with technology in young women and girls through creative problem-solving and play.	 Scholars Inspire career paths by partnering with academic institutions to develop high-impact strategies for recruiting, retaining and engaging women leaders.	 Professionals Champion the power of diversity through reimagined recruitment and retention of the world’s best technical female talent.	 Partnerships Accelerate and expand our program’s reach by joining forces with strategic internal and external partners.
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Johnson & Johnson’s Health for Humanity 2025 Goals include our ambition to engage more women in Women in Science, Technology, Engineering, Math, Manufacturing and Design (WiSTEM²D), with a specific goal of engaging two million girls by 2025.

Through our [WiSTEM²D Youth Pillar](#), more than 2,400 Johnson & Johnson employee volunteers directly supported approximately 300,000 girls. The program also indirectly reached more than 6 million girls through nonprofit partnerships and teachers across more than 30 countries. Our [WiSTEM²D Scholars Pillar](#) organized events and activities with partner universities as well as internships, professional development programs and other opportunities for students. In 2021, WiSTEM²D partnered with more than 65 universities and delivered more than 90 events, reaching more than 7,000 undergraduate university students.

Similarly, each year since 2017, we have selected women STEM²D tenure-track professors who are making key STEM²D discoveries as part of our ongoing [WiSTEM²D Scholars Award Program](#). Each awardee receives a grant of \$150,000 and three years of mentorship to help them advance global innovations for better healthcare outcomes in a range of fields. In 2021, six women scholars were selected from more than 430 highly qualified applicants, with more than 68% from outside the U.S.

Meet our 2021 WiSTEM²D Scholars Award Mathematics Winner, Ivana Bozic

Dr. Bozic develops computational models to study the evolutionary dynamics of cancer and uses mathematics to optimize cancer immunotherapy.



Equitable Access in the Workplace

Veterans, Service Members & Military Families

Johnson & Johnson has a long history of welcoming U.S. Armed Forces members and veterans, their families, and caregivers. This community of veterans brings exceptional skills and competencies to Johnson & Johnson, and we engage service members in a range of roles to which they are uniquely suited. All our veterans are invited to join our active Veterans Leadership Council Employee Resource Group (ERG) (see section: [Growing Our DEI Networks](#)).

In 2021, we maintained and added programs and benefits for veterans at Johnson & Johnson, as follows:

Sales roles for vets: The Janssen Veteran Sales Pathway is a comprehensive new initiative to support the success of transitioning military veterans into pharmaceutical sales roles. The program includes coaching, mentorship and development support.

On-the-job experience: The Johnson & Johnson SkillBridge Program is a new talent pathway designed to support service members separating from the military. This U.S. Department of Defense program offers three to six months of extensive on-the-job experience for separating military service members in their last six months of active duty.

Career opportunities: Our Military Veteran Leadership Development Program (MVLDP) and Experienced Military Veteran Leadership Development Program (EMVLDP) provide transitioning veterans with professional development career opportunities building on experience in two or three rotations over 18 months that encompass a variety of leadership and functions at Johnson & Johnson. In 2021, 22 veterans were active in these development programs.

Partnering for vets: We maintain multiple partnerships with organizations that can help identify potential military or veteran candidates for roles at Johnson & Johnson and provide general career support for them and their spouses. Examples from 2021 include our engagement with Hiring Our Heroes, Heroes MAKE America, Hire Heroes USA and MedTechVets.

Engaging vets in innovation: We launched two first-ever innovation challenges with military veterans in mind, recognizing that many post-active-duty veterans disproportionately face health issues compared to other Americans. The challenges, part of the Johnson & Johnson Innovation QuickFire Challenges Series, focused on “By Vets”—innovation from Veteran or Military Spouse owned companies and “For Vets”—innovation from any entrepreneur focused on areas where the veteran community faces disparate challenges and health equity issues. Participants submitted ideas earning up to \$500,000 in grants for selected ideas.

“

U.S. military veterans are highly trained, agile, resourceful, values-based leaders who have entrepreneurial mindsets, see the big picture, understand intent and drive successful execution. They are welcome at Johnson & Johnson.

John Perez

Head of Military and Veterans Affairs, Johnson & Johnson

“

The skills we bring to the table as veterans are totally transferable. The friction points are the same, no matter if we're leading from the front in a critical situation or motivating a team to succeed. Today, in my role at Johnson & Johnson, I know that I'm making a positive impact in the lives of so many people every day.

Debra Monteagudo

Field Director Community Liaisons, Janssen Pharmaceuticals, and Former Deputy Commander, Lieutenant Colonel, U.S. Air Force



In 2021, Johnson & Johnson continued as the **Official Healthcare Partner of the Wounded Warrior Project** and launched a consumer marketing campaign to raise funds through sales of our Consumer Health brands.



Recognition for Our Veteran-Friendly Workplace in 2021



**Military Times
Best for Vets: Employer**



**Military Friendly®
Bronze Award Employer**



**U.S. Veterans Magazine Top
Veteran Friendly Company**



**DiversityInc Top
Company for Veterans**



**VETS Indexes
5 Star Employer**

Equitable Access in the Workplace

Individuals with Disabilities

As the world’s largest healthcare organization, Johnson & Johnson values the knowledge and skills of individuals with disabilities. There are more than a billion people worldwide with a disability. To better serve this community, it’s important that their perspectives are included when developing and designing our products. We have several initiatives focused on disability inclusion within our organization:

Web accessibility initiative: We created a cross-functional Web Accessibility Council to improve our product websites. We identified a need to provide web developers and brand managers with guidance on what accessible content looks like to reference when they are creating or updating websites. Based on this need, the Digital Accessibility Playbook was created. The Council held a series of meetings to share best practices and challenges and to build awareness about web accessibility and the playbook.



Expanded programs for disability hiring: We maintained and initiated new partnerships with nonprofits dedicated to advancing individuals with disabilities as well as recruiting organizations such as Rangam, Lime Connect and Specialisterne, enabling us to meet potential candidates.

- **DiverseAbility Program:** We identified a need to enhance our capabilities and outreach for disability hiring. In 2021, we launched a pilot program in partnership with Rangam, a workforce solutions company, to recruit individuals with disabilities to Johnson & Johnson. Through this program, we provided managers with disability training and a mentor and supported new employees with a peer buddy. We plan to expand the program further in 2022.
- **Hiring people with autism:** At Johnson & Johnson Brazil, eight individuals with autism spectrum disorder were hired as welcome members of our team. This was made possible by Project Spectrum, a new proactive hiring program for autistic talent led by Johnson & Johnson Brazil in partnership with our active ERG, Alliance for Diverse Abilities (ADA), and Specialisterne,

a company specializing in education and training for people with autism and their inclusion in the labor market. Project Spectrum was launched as part of a program to recognize and celebrate World Autism Day, with ADA holding a first Autism Week at Johnson & Johnson Brazil, raising awareness of the challenges and opportunities associated with autism in the workplace. Johnson & Johnson Brazil provided resources and support to help these new colleagues feel they belong and succeed in their roles.

“ This is the first time that we have a program in our region specifically designed to attract, develop and retain this specific group of talented individuals. We are committed to ensuring we have a welcoming and inclusive environment to receive autistic talent.

Alejandro Tobolski
Head of Diversity, Equity & Inclusion, LATAM Region, Johnson & Johnson



In 2021, the **CEO of Johnson & Johnson became a signatory to the Valuable 500**, stating the commitment of Johnson & Johnson to disability inclusion. The Valuable 500 is a global movement of 500 leading corporations that aim to put disability inclusion on the business leadership agenda and help unlock the social and economic value of people living with disabilities.

Improving Inclusive Benefits

Our compensation framework includes our commitment to pay equity, including gender and ethnic/racial group pay equity. From time to time, we analyze our pay across functions and levels, and strive to eliminate unconscious bias or other barriers to full pay equity across the Enterprise, expanding our review to a wider sampling of countries in 2021.



In addition to salary and wages, our benefits packages aim to improve the quality of life for employees by providing support for family, health and well-being, education and long-term financial management needs. We continuously review and update our benefits programs and in 2021, among the benefits added across the Enterprise, the following benefits specifically support our DEI objectives:

- Extension of our paid parental leave benefit from 8 weeks to 12 weeks for all eligible employees globally to be implemented on a phased basis in 2022 to all our regions.
- Military Spouse Time-Off Policy for employees in the U.S. and Puerto Rico, which provides up to 10 days of paid time off for eligible military spouse employees when their families experience challenging situations arising from military service.
- Military Leave Policy to enable National Guard and Reserve service member employees in the U.S. and Puerto Rico to receive full pay and benefits during military leave for a maximum duration of three continuous years—an increase from the previous two-year maximum.
- New Employee Mental Well-being Training pilot program to educate and empower employees to prioritize their mental well-being and support their colleagues to do the same.
- J&J Flex offers a hybrid approach to working so all our employees are empowered to find their personal balance of productivity. This hybrid model provides the option for all office-based employees to work at least three days on-site and up to two days remote per week.

Growing Supplier Diversity

We have long recognized that small and diverse suppliers play an important role in the success of our business. We aim to ensure that businesses with diverse ownership, control and operations may become valued partners and grow with Johnson & Johnson. Our global Supplier Diversity & Inclusion program continues to seek opportunities for inclusive sourcing and relationships with diverse suppliers. Additionally, our Health for Humanity 2025 Goals include a specific supplier diversity goal: By 2025, achieve \$4.5 billion Global Impact Spend with small and diverse suppliers, representing a 20% increase from 2020.

Our approach includes establishing supplier diversity targets by category, assigning dedicated teams to increase spend with a range of minority-owned businesses through understanding the unique needs of different demographic groups, and engaging with multiple external advocacy organizations and NGOs in innovative ways to develop our pipeline of diverse suppliers and support development of those businesses.

Several notable advances were made in 2021 as we progress toward our supplier diversity goal. Examples include:

- **Expanding the coverage of our Buy Diverse eMarketplace platform** to China and Brazil while continuing to add more suppliers in existing Buy Diverse regions such as the U.S. and Australia and further embedding ways to consider diverse suppliers in buying decisions by leveraging Buy Diverse and other tools
- **Building new advocacy partnerships** with 14 NGO partners outside the U.S., including supporting research in 2021 to build advocacy infrastructure in Europe for minority business enterprises and social enterprises
- **Hosting our first-ever joint, global, virtual matchmaking event** in partnership with six advocacy organizations that are part of the National Business Inclusion Consortium (NBIC), including the National Gay & Lesbian Chamber of Commerce (NGLCC) who co-hosted the event, and where Johnson & Johnson held discussions with 100 certified diverse businesses and moved more than half of them forward in our procurement process
- **Driving diverse spend transparency through the supply chain** by expanding our reporting of our detailed diverse supplier spend to our major customers in response to additional customer requests this year, which allows our customers to recognize the impact of their spend on diverse and small businesses through their value chain and helps them achieve their own supplier diversity objectives



For the 10th consecutive year, Johnson & Johnson maintained membership in the Billion Dollar Roundtable, a group of companies that advance best practices for supplier diversity and that spend at least \$1 billion (Tier 1) annually with certified minority-, women-, veteran-, LGBT- and disability-owned businesses.

2021 Tier 1 Diverse Supplier Spend in the U.S. (millions)

Tier 1 Diverse	2,214.0
Tier 1 Minority-owned	1463.5
Tier 1 Women-owned	872.9
Tier 1 Disabled-owned	159.3
Tier 1 Veteran- and disabled veteran-owned	118.9
Tier 1 LGBT-owned	9.2



In 2021, Johnson & Johnson exceeded \$2 billion procurement spend with diverse Tier 1 suppliers in the U.S for the first time.

Growing Supplier Diversity



Johnson & Johnson became a **founding member of the European Gay and Lesbian Chamber of Commerce** (EGLCC), the umbrella organization of the European LGBTIQ Chambers of Commerce, to grow spend with suppliers from this important community.

“

Engaging diverse suppliers in our complex supply chain at Johnson & Johnson is a priority for all of us in our procurement teams. That's because our success not only adds value to our business, it also strengthens the communities that we serve and adds social and economic value for underrepresented groups.

Charlene Vickers

Director of Supplier Diversity and Inclusion, Johnson & Johnson



Charlene Vickers, Director of Supplier Diversity and Inclusion at Johnson & Johnson, was named the **2021 Diversity Advocate of the Year by the NGLCC**. This prestigious award honors an individual who has demonstrated a robust commitment to the growth and development of the NGLCC and its community of LGBT suppliers. Charlene was recognized for her proactive outreach to share opportunities with certified LGBT businesses and for the matchmaking event she developed and launched in 2021 that resulted in more than 50 LGBT and diverse suppliers being selected for further engagement.

Recognition for Our Supplier Diversity Efforts in 2021



WeConnect Global Champions of Supplier Diversity (Ranked in the Top 10)



National Minority Supplier Development Council Corporation of the Year (2020 Finalist)



National Business Inclusion Consortium Best of the Best Corporations for Inclusion



National LGBT Chamber of Commerce Corporation of the Year Winner



U.S. Hispanic Chamber of Commerce Million Dollar Club Recognition



Women's Enterprise and Minority Business News USA Magazines Corporate Buyers of the Year



In 2021, we made progress across all these dimensions of accelerating a culture of inclusion. Read more in these sections:

Culture of Inclusion

Accelerating our global culture of inclusion where every individual belongs is one of the four pillars of our DEI Strategy. Culture is established and reinforced through our daily actions and interactions across the organization and with external partners. It requires deliberate and consistent behaviors, always taking the decision in the moment to reinforce inclusive practice, so that our inclusive culture is always reflected in everyone's words and actions.

Specifically, to accelerate our culture of inclusion, we rely on deep insights from across our organization to understand DEI needs—at the individual, country and regional levels. Recognizing that culture is led from the top, our most senior leaders act as role models. We recognize and reward our people for their contribution to advancing our culture of inclusion through our annual DEI honors. Our active networks, including our ERGs, help drive our progress with the passion and creativity they bring to our diverse global organization.

“

People are at the core of everything, which is why companies must prioritize programs that nurture talent, while encouraging new points of view. It's essential that leaders set the tone for the inclusion of all people and their innovative ideas, and actively explore opportunities to foster diversity not only on internal teams, but through suppliers and partners.

Kathy Wengel

Executive Vice President & Chief Global Supply Chain Officer, Johnson & Johnson

90% of employees agreed that senior leadership respects the dignity and diversity of all employees (Our Voice Survey, 2021).



Educating for Inclusion

A true culture of inclusion that enables respect and dignity to flourish is rooted in being open to understanding and welcoming people from different cultures, backgrounds and perspectives. It is a first step to building trust, acceptance and appreciation. Understanding the rich and extensive histories of diverse communities around the world helps us better meet the needs of our patients and consumers. That's why a core element of our strategy is expanding our knowledge of different cultures and their history. Education for inclusion also means providing colleagues with tools to recognize their own biases and understand how to be more inclusive in thought and actions.

Building cultural competency skills: We launched a unique immersive education series, "Exploring Our Diversity." This interactive, self-guided online experience shared the journey of the Black community in the U.S. through 400 years of Black history across five modules, each focusing on a distinct period in Black history. To add additional insight, we scheduled live sessions with collegiate professors who engaged in discussion and responded to employee questions. In 2022, "Exploring Our Diversity" will continue with the history, challenges and achievements of the Asian American community. Further installments are planned through 2022 and beyond including a Hispanic/Latino learning.

See this video from the launch of "Exploring Our Diversity," featuring our CDEIO speaking to this important work:



Overcoming bias to deliberate inclusion: We're on a journey at Johnson & Johnson—taking steps each day to create an inclusive culture where everyone can feel they belong. By rolling out unconscious bias training across our global workforce, we've helped thousands of our colleagues eliminate their hidden biases. In 2021, we took another step in our DEI journey by introducing Conscious Inclusion, a workforce training program that builds on Unconscious Bias by teaching employees how to be intentional in creating an environment where curiosity about differences is encouraged and where inclusion is the mutual responsibility of all employees. We piloted the Conscious Inclusion training with select senior leaders in preparation for an enterprise-wide rollout in 2022 focusing on three key inclusive leadership capability areas:

- Role model inclusive behaviors
- Attract and develop leaders who reflect the communities we serve
- Drive personal accountability as an individual and a team leader



In 2021, our Supply Chain Information Security and Risk Management team hosted a one-day Hackathon for Inclusion. The Hackathon utilized the diverse backgrounds and technology skills of more than 100 colleagues to tackle complex DEI challenges. Solutions generated during the Hackathon included creating STEM opportunities for Latinx and Black youth, a data-analytics-driven program to help attract young people to technology careers, and adult internships for Latinx and Black leaders in technology roles at Johnson & Johnson

Recognizing Achievements

Now in its third year, our annual DEI Honors Recognition Program again celebrated the achievements of 12 teams from more than 200 submissions from more than 32 countries across the global enterprise who made significant strides in advancing our Company’s inclusive culture, diverse workforce, business performance and reputation. The teams were honored for their initiatives, which included hosting/supporting conversations surrounding mental health in the workplace, combating unconscious bias and addressing issues of racial and social justice differences.

Diverse MedTech Teams
Developing a diverse technical and engineering talent pool, creating an accelerated development path, and strengthening the pipeline for critical roles

Inclusive Marketing in Consumer Health
Launching a multicultural first-innovation pipeline and go-to-market strategies across the sun, acne and facial moisturizer categories

Black Community in the U.S.
Creating the Allies with the Black Community program to build a community of colleagues interested in addressing racial issues

Skin Health in the UK
Launching the Skin Health Pride campaign, encouraging consumers to “be proud of the skin you’re in”

Mental Health in China
Helping reduce the stigma of mental health through “myth-buster” videos across our sites in China

Microaggressions in LATAM
Facilitating dialogues about machismo and microaggressions to raise awareness and help eliminate aggressive behavior

Understanding Race Across EMEA
Engaging in a new partnership with the Black Young Professionals Network (BYP)

LGBTQIA+ Benefits in Thailand
Extending medical coverage benefits for same-sex partners

Employer Reputation in Colombia
Promoting influencing the external reputation of Johnson & Johnson as a diverse and inclusive employer through various communication channels

Black History in Brazil
Publishing an educational series of nine, 90-minute webinars on Black history in Brazil

Technician Workforce in Ireland
Creating an accredited manufacturing technician apprenticeship program with a focus on attracting women

Gender Parity in India
Introducing a new process for inclusive hiring and a mentorship program to help new hires succeed

Growing Our DEI Networks

Across our enterprise, DEI networks play a vital role in driving outcomes and business impact. They offer opportunities for those with similar affinities and interests to share experiences, support each other and drive our strategy forward using their unique insights and perspectives.

Our Regional Advisory Boards

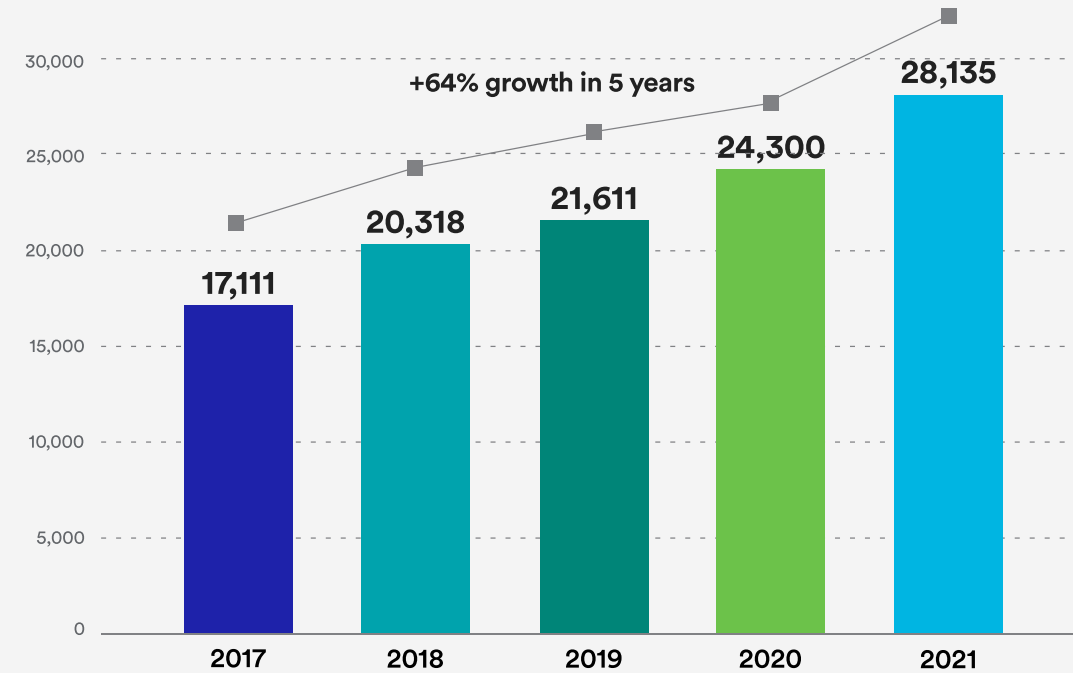
Our Regional Advisory Boards play a critical role in shaping our global DEI journey. They collaborate with our DEI Regional Leads to understand local insights and develop regionally relevant strategies. Senior leaders are nominated by Executive Committee Members to the Regional Advisory Boards, where they champion DEI and amplify best practices across our regions.

Enterprise Employee Resource Groups

At Johnson & Johnson, our ERGs are led by senior leaders and sponsored by Johnson & Johnson Executive Committee Members. Our enterprise-wide ERGs connect and engage employees across the Company to provide insights on talent and business strategies and drive better outcomes for our colleagues, patients, consumers and communities.

Our ERGs are a vibrant and growing community. In 2021, 28,135 colleagues engaged in our 12 ERGs across 478 chapters (of which 270 are in the U.S. and 208 around the rest of the world).

ERG membership



Since 2015, ERG membership has grown **8x** faster than total employee population growth at Johnson & Johnson.



“

Across Johnson & Johnson, thousands of colleagues volunteer their time and talents to drive the important work of our Employee Resource Groups. These 12 ERGs are a source of support and inspiration for our employees and also provide valuable insights that help us make a tangible impact for those we are privileged to serve.

Jennifer Taubert

Executive Vice President, Worldwide Chairman, Pharmaceuticals and Executive Committee Sponsor of the Alliance for Diverse Abilities ERG

Growing Our DEI Networks

In 2021, our ERGs helped to advance DEI across our businesses. They engaged in partnerships both internally and externally to make Johnson & Johnson more diverse, more inclusive and more effective in driving equitable outcomes in healthcare. We are pleased to share a small selection of ERG achievements here and in other sections of this Review.

 Additional ERG-supported achievements are included throughout this review as well as on our [website](#).



African Ancestry Leadership Council



- Designed and executed a first enterprise-wide Juneteenth Celebration
- Continued to support diverse hiring through increased focus on HBCUs
- Furthered education and awareness of diversity and inclusion in clinical trials

Asian Society for Innovation and Achievement



- Created a mentoring program focused on the needs of Asian employees
- Conducted events led by a diversity strategist to increase awareness of how Asian values and cultural backgrounds impact how Asians are perceived at work
- Collaborated in leveraging Asian employee knowledge for clinical trials

Alliance for Diverse Abilities



- Supported Johnson & Johnson becoming a founding member of The Valuable 500 (see section: [Advocacy](#))
- Established a partnership with Best Buddies, an organization dedicated to supporting people with intellectual and developmental disabilities
- Collaborated on the development of accessible packaging with JOHNSON'S Baby and LISTERINE brands

Generation Now



- Hosted the GenNOW Summit to advance a startup mindset and shape the future of work at Johnson & Johnson
- Established a Global Cultural Exchange, sparked by the isolation felt by employees during COVID-19, for employees to connect
- Shaped the approach of Johnson & Johnson Vision to sustainable solutions for contact lenses

AMENA



- Launched a virtual learning series to share the culture and history of the Middle East and North Africa region
- Created a video explaining the importance of Ramadan within the Muslim community
- Provided insights regarding diverse consumer skin tones to clinical research and consumer teams to increase diversity in product testing

HOLA



- Signed the Hispanic Promise—a first-of-its-kind pledge to hire, promote, retain and celebrate Hispanics and Latinos in the workplace
- Provided insights and connected with Hispanic and Latino patients, including a partnership with the Consumer Health skin health innovation team
- Prepared the next generation of Latina leaders in partnership with Girls with Impact, helping girls learn through a mini-MBA program

Growing Our DEI Networks

Nursing Alliance



- Launched a cross-sector Ambassador Program Pilot to train employees on resources to connect with key nursing stakeholders
- Provided a panel of subject matter expert nurses to help inform the R&D team related to the vaccine launch
- Provided nursing insights to the Patient Engagement and Customer Solutions (PECS) Center of Excellence for better patient engagement

SAPNA



- Launched a soft-skills development series specifically for South Asians
- Supported supplier diversity by identifying opportunities with minority- and women-owned suppliers
- Consulted with Diversity, Equity and Inclusion in Clinical Trials (DEICT) teams to increase representation of South Asians in clinical trials

Open & Out



- Piloted a reverse mentoring program to help Johnson & Johnson leaders understand LGBTQIA+ diversity issues in the workplace
- Designed Ally Certification, which introduced themes such as gender expression and preferred pronouns
- Supported hiring trans-identifying people to join the Consumer Health beauty sales teams in Brazil

Veterans Leadership Council



- Supported the creation of new benefits for enhanced military leave and military spouse paid time off
- Continued the Veterans Leadership Development Program with 12 new participants in 2021
- Supported the Veterans QuickFire Challenge innovation series to drive healthcare solutions for military and veterans

Pharmacists Network



- Provided vaccine training to Johnson & Johnson pharmacists on how to safely deliver immunizations to protect communities from the spread of COVID-19
- Expanded outreach to pharmacy HBCUs to introduce diverse student pharmacists to opportunities within the pharmaceutical industry
- Continued to provide community service virtually at Johnson & Johnson childcare development centers during COVID-19

Women's Leadership & Inclusion



- Partnered with the Healthcare Businesswomen's Association Ambassador Program on a self-directed, year-long program for emerging leaders
- Rolled out microaggression training across the organization
- Created a Diverse Women in Surgery Advisory Panel to share insights from surgeons representing MedTech specialties

“

When we actively encourage our employees to bring their whole selves to work and eliminate any pressure to blend in by downplaying their differences, we not only help our employees feel safe, but we make it safe for them to unleash their authentic creative energies and express their best ideas.

Ashley McEvoy

Executive Vice President, Worldwide, Chairman, Johnson & Johnson MedTech, and Executive Sponsor of Open & Out ERG



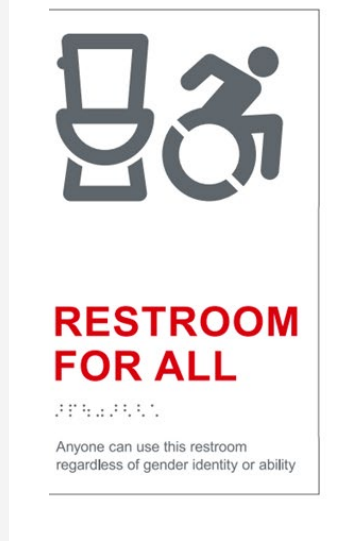
DEI Around Our World

Around Johnson & Johnson, our teams across the globe are passionate about advancing DEI as part of Our Credo and our culture. There are many examples shared in the pages of this review. In this section, we share some additional stories from our regions and countries of operation.

Global

World Mental Health Day: October 10th is globally recognized as World Mental Health Day, a day dedicated to raising awareness and mobilizing efforts in support of mental health. As the world’s largest healthcare company, we are committed to ensuring that our ambition to keep people well at every age and every stage of life extends equally to their physical and mental health. That’s why this October 12-14 our ADA ERG in partnership with Global Health Services hosted a World Mental Health Day Celebration with activities across the organization such as town halls, meditation sessions, educational resources and a special pilot training on mental wellbeing to shine a light on this important topic.

Restrooms for All initiative: Advancing equitable access and outcomes also includes access to the physical facilities at our offices and sites. In 2021, our Engineering & Property Services teams, supported by our Open & Out ERG, drove an initiative to make access to restrooms across our facilities more equitable for all Johnson & Johnson employees and visitors—redesigning them to accommodate people of all abilities and identities, including those who are trans, gender-nonconforming or nonbinary; nursing mothers; those with disabilities; and those who may need additional privacy or have health needs. The rollout of the Restrooms for All initiative commenced in 2021 and will continue through 2022, and this new approach will be incorporated into future facility designs around the world.



Open discussion on women’s health: Our Women’s Leadership & Inclusion (WLI) ERG hosted a discussion on a topic that is important to women’s health: managing menopausal symptoms. More than 230 colleagues attended a powerful session, with insights from medical experts and personal testimonies from attendees covering

symptoms, cognitive changes and coping mechanisms. Recognizing our different challenges and needs and providing a platform for the safe sharing of experiences are core parts of our approach to DEI.

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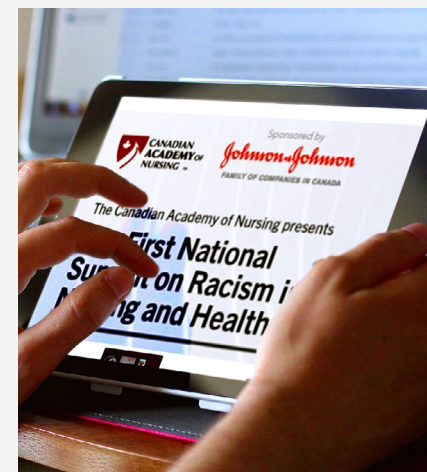
While our strategy is global at Johnson & Johnson, we know it must be locally relevant and executed. We work hard to ensure our initiatives meet the needs of the local markets around the world. The result is that DEI isn’t just owned by the Office of Diversity, Equity and Inclusion or Human Resources—it belongs to everyone at Johnson & Johnson.

Christa Brandstaetter

Head of Diversity, Equity & Inclusion, EMEA Region, Johnson & Johnson

DEI around North America

Combating racism in Canada: Johnson & Johnson in Canada sponsored the first-ever Summit on Racism held by the Canadian Nurses Association (CNA). Since declaring racism to be a public health emergency in June 2020, CNA has developed declarations of intent to tackle anti-Black and anti-Indigenous racism in the healthcare industry. More than 1,000 participants attended the CNA Summit on Racism in 2021 to hear inspiring speakers and panels exploring lived experiences with racism and ideas to improve inequities in the healthcare industry in Canada.



Celebrating Indigenous culture: The Committee for the Celebration of Indigenous Cultures (CCIC) hosted its inaugural event with a webinar on Canada's National Day for Truth and Reconciliation. The webinar featured live stories from guest speaker Dr. Jaris Swidrovich, who shared his knowledge on indigenous history in Canada, intergenerational impact and the residential school experience for indigenous peoples

DEI around EMEA

Welcome in Belgium: All Johnson & Johnson teams in Belgium and the Netherlands took the initiative to lead a campaign to welcome—literally—all our 7,000-plus employees across our 15 sites. The teams created big welcome signs in rainbow colors in more than 20 languages using different formats: signs, posters, computer screens, lanyards and stickers on staircases. All of the pedestrian crossings at the different sites were painted with colorful welcome messaging. The campaign was also showcased on social media with the hashtag #StayInclusive. This simple but very effective visual campaign got the message across that everyone is welcome at Johnson & Johnson.



DEI Around Our World

Promoting allyship in France: Teams at Johnson & Johnson in France, with support from our WLI ERG, created an innovative campaign to promote male allyship in support of women. A digital campaign was launched with guidance and advice from 19 male colleagues from Johnson & Johnson France. The campaign helped demonstrate that men at Johnson & Johnson are committed to being women allies and aimed to inspire other men in the organization to evolve their behaviors in support of a gender-inclusive organization. Appropriately, the campaign ran over International Men’s Day, indicating that support for women also benefits men.

« Pour être un allié des femmes au quotidien, je veille à ce que leur voix puisse être entendue et qu’elles aient leur place à la table des décisions dans mon comité de direction. »

Christophe Duhayer, Président
Johnson & Johnson Medical Devices



Working with disabled persons in France: At Johnson & Johnson France, we participated in DUODAY, an event sponsored by the Ministry of State in Charge of Disabled Persons during European Employment of Disabled People Week. On DUODAY, an employee and a disabled person formed DUOs, enabling individuals with disabilities to have an active opportunity to participate in the usual tasks of employees at our Company and experience a real workplace environment.

Building disability awareness: In South Africa, our teams, supported by our ADA ERG, executed a six-month virtual campaign called I AM ABLE, based on the belief that talented people of all abilities do their best when they’re comfortable enough to be themselves at work every day. The campaign created awareness of and helped colleagues manage disabilities in the workplace. It included educational videos, a series of posters in which employees shared their stories of living with disabilities or caring for family members with disabilities and webinars provided by external partners. Following the campaign’s success internally, an external campaign was launched on social media to coincide with the International Day of Persons with Disabilities. In 2022, I AM ABLE is planned to expand globally across Johnson & Johnson.

“

The success in the deployment of our #IAmAble campaign is a clear indication that we’re moving in the right direction toward being a more diverse, equitable and inclusive organization.

Paco Plaza

Managing Director, Janssen South Africa

Addressing mental health challenges starts close to home at Johnson & Johnson

Advancing mental health awareness in the UK: Johnson & Johnson UK partnered with Independent Television News (ITN) and Mental Health UK to produce a series of informative broadcasts with the theme: “Addressing mental health challenges starts close to home at Johnson & Johnson” to help raise awareness and provide support for our colleagues around the Company and make mental health an accepted and relevant topic of conversation in the workplace.

Also, Johnson & Johnson UK works to support mental health services in the community through providing funding for the [Community Mental Health Navigators](#) program that helps people who need it most by connecting them to non-clinical services within their community, such as housing and financial advice. It’s an innovative program that has the potential to transform the way that care is delivered to those living with severe mental illness.

DEI around Latin America

Pride in LATAM: Johnson & Johnson Consumer Health in Latin America demonstrated DEI values with several actions supporting the LGBTQIA+ community during PRIDE events. These included:

- In Mexico, our Open & Out ERG collaborated with the LISTERINE team to launch the first PRIDE-branded consumer product for Johnson & Johnson in the Mexican market, inviting consumers to donate to It Gets Better, an organization that supports LGBTQIA+ youth and promoting LISTERINE with the hashtag #BocasLlenasDeOrgullo
- Launching a Celebrate Love Without Labels campaign in Argentina and Chile with LGBTQIA+ influencers, each of whom receiving a LISTERINE bottle with no label and being invited to “brand” it with their perspective about love without labels
- Engaging Consumer Health Brands to support PRIDE events by launching limited editions with rainbow colors, with a portion of sales proceeds donated to nonprofits supporting the LGBTQIA+ community
- Executing an internal engagement campaign focusing on the importance of living and leading with PRIDE with sidewalks painted in rainbow colors at our sites
- Joining more than 30 companies in Chile to support same-sex marriage regulation in that country
- Creating testimonials from employees, their families and key clients focusing on topics of interest for our LGBTQIA+ community, including inclusive language, gender transition and diverse families



LLENA TU BOCA DE ORGULLO PARA INSPIRAR AL MUNDO CON CONFIANZA

Tu historia es la motivación para que junto a It Gets Better México, más jóvenes sepan que todo va a estar mejor.

1. Comparte un mensaje de optimismo con #BocasLlenasDeOrgullo, para que más personas se sientan bien de estar con igualdad.
2. Dona a It Gets Better México con la ayuda de It Gets Better México.
3. Invita a tus amistades, para que conozcan y apoyen esta iniciativa.

WWW.ITGETSBETTER.MX

DEI Around Our World

Creating equitable opportunities for Black employees in Brazil: A team that included employees in Latin America, volunteer leaders from the local SoulAfro network and our Brazil DEI Council came together to drive education and improve access for Black employees in Brazil. The main elements of the program were:

- “Afrobetização” (Afro literacy), a series of nine 90-minute webinars on Black history in Brazil
- A partnership with The Identities Institute of Brazil, a nonprofit organization committed to accelerating the promotion of racial equality
- A mentoring initiative for Black professionals in partnership with our MedTech team
- A full week of events and activities for Black Awareness Week

These activities reached thousands of employees in Brazil and drove motivation to develop further programming to reach schools and colleges in Brazil for even greater impact and an inclusive agenda for the Black community in 2022.



DEI around Asia Pacific

Reconciliation Action in Australia: On the heels of National Reconciliation Week, Johnson & Johnson Australia announced an innovative Reconciliation Action Plan (RAP) to increase cultural awareness and practical support for local communities through:

- \$1.75 million in health equity program funding in Aboriginal maternal and infant health, mental health, eye health and community development programs
- Consumer Health product donations to support community partners working with Aboriginal communities
- 10 scholarships for Aboriginal and Torres Strait Islander surgical trainees

Talking inclusion in India: Topics related to DEI, such as gender balance in the workplace and coping with mental health problems, have not traditionally been openly addressed in India due to cultural norms. Our teams in India set a goal of driving societal change by helping to shape a new narrative and encourage greater awareness and open dialogue on these important matters. To achieve this, our teams published more than 230 media articles on topics such as PRIDE month, STEM for women, gender equity in the workplace and mental health. The teams also hosted live online panel discussions about mental health stigmas in partnership with the New Economic Times. Many Johnson & Johnson employees in India engaged by posting content on different social media platforms. Reaching audiences of millions, sparking new awareness and open conversations, our Johnson & Johnson India colleagues have contributed to encouraging a healthy dialogue about DEI in our communities in India.

Preparing for the “silver economy” in Singapore: Recognizing a growing need to raise awareness of aging as a topic of increasing importance in Asia, the Johnson & Johnson Office of DEI partnered with Associate Professor Carol Ma, Singapore University of Social Sciences, to host an Aging Business Roundtable. Our objective was to bring together representatives from business, universities and civil society to advocate on the issue of aging as an important component of a sustainable, healthy future for the communities in which we live and work.

Currently valued at \$15 trillion, the “silver economy” is expected to drive new commercial and reskilling opportunities.^{iv}

Participation in the Business Roundtable featured a broad spectrum of senior-level thought leaders with expertise in DEI. The discussions explored both the challenges and the opportunities of an aging population, including business opportunities in aging (often called the “silver economy”), work and employment, caregiving, and the social responsibility of corporations. While the focus was on the Asia-Pacific region, the relevance is global.

“

Our inaugural Aging Business Roundtable generated a wealth of insights and practical opportunities to explore, as we prepare ourselves for social changes needed to include a growing aging population in our business and social approaches. We look forward to continuing this Roundtable in 2022.

Sophie Guerin

Head of Diversity, Equity & Inclusion, APAC Region, Johnson & Johnson



The share of the global population age 65 and older is expected to increase to around 1.5 billion people by 2050 (around 16% of the global population). The largest increase is projected to occur in East and Southeast Asia.^v

^{iv} Georgetown University, 2018 <https://msb.georgetown.edu/news-story/rise-of-silver-economy/>
^v UN DESA, Population Facts, October 2020, https://www.un.org/development/desa/pd/sites/www.un.org.development.desa.pd/files/files/documents/2020/Oct/undesa_pd_2020_pf_government_policies_population_ageing.pdf



Read more in this section:

Innovation and Growth

We strive to seamlessly infuse DEI into all business areas and across all regions as an enterprise effort that runs across inclusive research, development and partnerships. A core element of our DEI Strategy is enabling and advancing innovation and growth within our business to serve our patients, consumers, customers and overall healthcare needs around the world. We incorporate DEI into inclusive research and development in ways that contribute directly to innovation, growth, business performance and equitable health outcomes.

“

Our strategic approach to advancing diversity, equity and inclusion is a business imperative and an essential part of our success. Diversity is one of the most important keys to unlock the full innovation potential of an organization like Johnson & Johnson. We want to be a place where ideas and voices are heard, shared and expanded upon. We want to be a company that leads the way.

Joseph J. Wolk

Executive Vice President, Chief Financial Officer, Johnson & Johnson



In 2021, we drove innovation throughout our business across multiple dimensions in our three business segments. Please read the Johnson & Johnson [2021 Health for Humanity Report](#) for an overview of our innovation ecosystem and achievements across all our innovation platforms in 2021. In the following sections of this Review, we highlight some areas of innovation specifically inspired by DEI and those that advanced DEI through our innovation processes, products and brands.



Companies with **above-average diversity produced a greater proportion of revenue from innovation** (45% of total) than from companies with below-average diversity (26%). This 19% innovation-related advantage translated into overall better financial performance.^{vi}



^{vi} Stuart R. Levine and Thought Leaders, "Diversity Confirmed To Boost Innovation And Financial Results," Forbes, January 15, 2020, <https://www.forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/?sh=7ade58e0c4a6>.

DEI in Innovation

Across our business, we advance product innovation, leveraging our expertise, experience and resources as well as global collaborations and partnerships. Through our innovation network, we connect life science and health technology innovators with the breadth and depth of offerings that are unique to Johnson & Johnson.

A well-established channel of innovation for Johnson & Johnson is our QuickFire Challenges—the specific, targeted crowdsourcing of ideas from innovators and entrepreneurs with interest and expertise in different health challenges and opportunities. In 2021, Johnson & Johnson Innovation leveraged the QuickFire Challenges platform to advance DEI to help tackle some of the biggest challenges driving health inequities. In 2021, 22 QuickFire Challenges addressing DEI objectives were launched across our Pharmaceutical, Consumer Health and MedTech segments as well as for enterprise-wide issues such as military and veteran health (see section: [Veterans, Service Members & Military Families](#)). A selection of these QuickFire Challenges included:

- **Black Innovators in Skin Health QuickFire Challenge:** Johnson & Johnson Innovation, together with NEUTROGENA, invited U.S.-based Black innovators to submit late-stage ideas aimed at improving skin health.
- **Washington, D.C., Health Innovation QuickFire Challenge:** Johnson & Johnson Innovation, together with Mayor Muriel Bowser and the D.C. Office of the Deputy Mayor for Planning and Economic Development and the Washington, DC Economic Partnership, invited innovators from across the globe to submit potential science and technology solutions aiming to address racial and socioeconomic disparities that impact health in communities like Washington, D.C.
- **Decoding Disparities QuickFire Challenge:** Johnson & Johnson Innovation, in collaboration with Janssen Scientific Affairs, invited U.S.-based innovators to submit data-driven research concepts aiming to better understand the root causes of health inequities and inform the crucial next steps we need to take toward achieving equity.
- **Nurses Innovate QuickFire Challenge: Improving Access to Care:** Johnson & Johnson Innovation, working with the Johnson & Johnson nursing team, the American Association of Nurse Practitioners and the Association of Public Health Nurses, invited nurses worldwide to submit their nurse-led ideas with the potential to help improve access to care amid the pandemic environment and beyond.



In all cases, winners of the QuickFire Challenges received grant funding to advance their innovations, access to the global Johnson & Johnson Innovation—JLABS network—and mentorship from experts across the Johnson & Johnson Family of Companies.



In 2021, Johnson & Johnson Design signed on to the Diversity in Design Collective, a new collaborative group of companies and industry partners in the design industry, whose central area of focus is to address the lack of Black creatives in design through education, internships and career support.

Diversity in Clinical Trials

We aim to advance diverse and inclusive participation in clinical trials to ensure data and insights from underrepresented populations inform the development of safe and effective products and treatments. Gaps remain with respect to representation of diverse and inclusive populations in clinical research across the industry. Together with other companies, policymakers, academic organizations and advocacy partners, Johnson & Johnson is taking action to facilitate greater dialogue among underrepresented communities to help address systemic health inequities. These include unconscious and conscious bias, language barriers, overall trial design, and access to funding that can help build trust around increased participation in clinical trials.

We strategically partner with national organizations such as the National Urban League, UnidosUS, NMF and other community organizations to advance education, awareness, and the design and execution of inclusive clinical trials and to develop healthcare solutions for diverse populations. We are actively partnering with long-standing industry associations, including BIO, AdvaMed and PhRMA, on health equity initiatives in the U.S. and to propose new policies to enable more diverse clinical trial representation.

DEI in Innovation

DEI in our COVID-19 vaccine trial: As reports of COVID-19 mortalities rose in the U.S., inequities in the healthcare landscape quickly became more visible, with the virus disproportionately affecting Black/African American and Hispanic/Latino communities. With these disparities in mind, the Janssen Pharmaceutical Companies of Johnson & Johnson knew it was critical to enroll a diverse population of participants in ENSEMBLE, the clinical trial for its COVID-19 vaccine candidate, so that people who would eventually receive the vaccine were represented.

To ensure diversity and inclusion in the ENSEMBLE trial and based on years of clinical trial experience, Janssen rapidly implemented a multifaceted plan for recruitment and enrollment of participants from underrepresented communities. The approach included intentional site selection, community engagement and awareness building, and educational and training support for investigators.



Diverse enrollment in ENSEMBLE ultimately included 43,783 participants from eight countries across North America (44%), Central and South America (41%), and Africa (15%). A total of 34% of participants were over the age of 60, and 45% were female. In the U.S., 74% of participants were White/Caucasian, 15% were Hispanic/Latino and 13% were Black/African American.

“
We are committed to developing medicines and therapies that meet the needs of all people, and we know that diseases and drugs may impact people differently based on their race and ethnicity, so the alignment of clinical trial enrollment with patient population demographics is key.

Staci Hargraves

Vice President of Patient and Portfolio Solutions, Janssen Pharmaceuticals and Executive Sponsor of Janssen’s DEI in Clinical Trials Program

DEI Through Consumer Health Innovation

Johnson & Johnson Consumer Health advances personal health for consumers every day with products that are rooted in science and endorsed by professionals. Through our brands, we contribute to the health and wellness of consumers at every stage of life. Our consumer brands, like all our brands, embody our values, and we seek to ensure they are consistent with and promote our DEI principles. Some examples from 2021 include:

Helping parents break biases: With the desire to give every baby the healthiest start to life, we developed From the Start, a parent’s guide to talking about racial bias to empower parents to raise the next generation of changemakers to fight racism. Our JOHNSON & JOHNSON BABY, AVEENO and DESITIN brands collaborated with media platform Some Spider Studios (Scary Mommy, The Dad, Fatherly) and developmental, education and entertainment experts to create multiformat resources and a content hub to inform, educate and empower parents to appropriately talk about race.

Delivering bandages in brown skin tones and advocating for more diversity in healthcare: BAND-AID® Brand launched OURTONE, a collection of BAND-AID® Brand adhesive bandages designed to blend with a variety of brown skin tones for more inclusive wound care that embraces the beauty of diverse skin tones. To develop the OURTONE range, we listened to Black and Brown consumers, partners and employees to deliver wound care solutions that better reflect the communities we serve. For OURTONE packaging development, we worked with Hero Collective—a Black-owned agency committed to creative projects that amplify Black and

Brown voices. The brand also commenced a multi-year partnership with the National Black Nurses Association and the National Student Nurses’ Association to address the fact that only 1 in 10 nurses is Black. Together with these partners the brand is now providing \$450,000 to Black student nursing candidates via financial support and scholarships as they pursue a future in healthcare.



Relief for sensitive Black skin: As part of AVEENO’s ongoing commitment to helping consumers find relief for sensitive skin, the brand launched #SkinVisibility in 2021, an initiative addressing the underdiagnosis, care and treatment of eczema on Black skin—a prominent chronic disease impacting the Black population. AVEENO launched a website channel dedicated to providing resources and education about eczema on skin of color, providing a singular destination for Black sufferers looking for support. AVEENO also hosted a conversational series on Instagram to discuss Black skin health inequities and connect viewers with top skin experts, fellow sufferers and Black skin health advocates. In partnership with the Center for Black Women’s Wellness, AVEENO organized two events in support of Eczema Awareness Month. Overall, this campaign helped raise awareness of the issues of eczema on Black skin and helped support our diverse consumer community.

Behind the Lab Coat: Aveeno® Scientist Sabrina Henry | Johnson & Johnson

Consumer Health brands promote women’s health: In Brazil, our Consumer Health teams, through our well-known brands NEUTROGENA, JOHNSON’S Baby, CAREFREE and SEMPRE LIVRE, created a four-episode podcast series addressing women’s health and associated topics such as self-image, acceptance of aging and menstrual dignity. Over a 60-day time frame, the podcasts reached an audience of more than 60,000 listeners.

DEI in Innovation

DEI Through MedTech Innovation

At J&J MedTech, we use our role as a MedTech leader to address health disparities and promote health equity solutions across surgery, orthopedics, interventional solutions and vision. We aspire to reach more than 1 million healthcare professionals through partnerships with the Society of Black Academic Surgeons, Advances in Surgery (AIS) and CME Outfitters (CMEO) to execute training initiatives focused on addressing disparities in healthcare.

In 2021, J&J MedTech advanced multiple initiatives for health equity, including:

- **Through a J&J cross-sector partnership, provided more than \$1.5 million in educational grant funding to CMEO in partnership** for the launch of a nationwide initiative to educate clinicians on unconscious bias and healthcare disparities
- Training sessions for healthcare professionals on healthcare diversity, in partnership with Johnson & Johnson Institute, AIS and the American College of Surgeons (ACS), with more than 244,000 participants from 150 countries
- Launching an initiative to drive change in stroke care, starting with the collection and analysis of data and insights needed to identify and drive the change in closing the disparity gap associated with stroke care
- **As a member of AdvaMed, helped to publish** industry-wide principles on health equity
- **Advancing work in clinical trials.** Established think tank with industry experts to identify ways to improve diversity in clinical trials. **Partnered with MedTech Color** to be part of an FDA collaborative community focused on building diversity in clinical trials

- **Education for Health Equity:** To motivate and inspire people to prioritize their health during the COVID-19 pandemic and raise awareness about the importance of personal communication between HCPs and their patients, J&J MedTech launched a patient education effort, [My Health Can't Wait](#), in the U.S. and globally (Australia, India, Italy, Japan and Latin America) in 2020. The digital resource hub provides valuable information to help patients pursue care with confidence. In 2021 in Chicago, we piloted My Health Can't Wait Illinois, informed by research that indicates Black and Hispanic adults deferred care at higher rates throughout the pandemic—thus, reinforcing the inequities facing communities of color in the region. Through both initiatives, we were able to reach millions of individuals with resources that can guide them to receive the healthcare they need.



Johnson & Johnson Vision is the first major eye health company to sign the 13% Promise, an initiative created by the nonprofit Black EyeCare Perspective to increase equity and representation in the optometry industry to more closely align with Black/African American representation within the United States Census population.

Looking Ahead

As we move forward with the next phase of our journey and make Johnson & Johnson a place where **We All Belong**, we will be intentional and accountable about living into our DEI Strategy. We will seek out unique perspectives different and engage in courageous conversations that allow us to deliver the solutions our patients, consumers and communities need. From our senior leaders to our frontline employees, we will role model inclusive behaviors and interrupt bias when we encounter it. We will continue to share our stories and open to the stories of others so that we can continue to accelerate DEI progress. Our commitment to diversity, equity and inclusion has never been more important and our 144,000+ employees will continue to drive measurable change within our company and the world at large.





2021 Diversity, Equity & Inclusion Impact Review

We All Belong

Contact us:

DiversityandInclusion@its.jnj.com

One Johnson & Johnson Plaza
New Brunswick, New Jersey 08933

belong.jnj.com

jnj.com