OUR VISION: “You Belong.”

That’s what diversity and inclusion means to all of us at Johnson & Johnson.

For 132 years, we’ve found that true innovation is seldom the result of solitary genius. It’s driven by the collaboration of people — from many cultures, backgrounds and experiences. And this diverse collaboration is essential to our work process. It always has been.

We’ve also learned that diversity doesn’t stick without inclusion. Inclusiveness is about creating a deep sense of belonging — a culture in which people are valued and ideas are heard. It’s also about modeling and fostering behaviors that enable everyone to be and do their best.

Building a more diverse and inclusive environment is our commitment — the promise we make to one another — and something we’re all responsible for.

Our Strategy

Bringing together people from diverse backgrounds, who understand the needs, preferences and values of different communities, helps us solve some of today’s complex health challenges and differentiates us in the market. That is why we strategically approach diversity and inclusion as we would any other business imperative. To build our strategy, we connected with thousands of employees in 33 countries and six languages for insights and to co-create our strategic pillars: advance our culture of inclusion and innovation; build a diverse workforce for the future; and enhance our business performance and reputation.

1. Advance Our Culture of Inclusion and Innovation: Inclusion is an integral part of how we leverage diversity within our company. We are implementing programs, policies and processes that enable people from many backgrounds and experiences to feel like they belong at Johnson & Johnson. We understand that expanding our managers’ and employees’ capabilities to mitigate the potential for bias and lead inclusively is not an event. We make diversity and
inclusion how we lead every day. In 2018, we launched a foundational elearning on Unconscious Bias that has been completed by more than 95% of our people managers and more than 85% of all our employees worldwide (over 100,000 individuals to date). Our managers are leading conversations with their teams about their learning and how the team collectively can build more inclusive environments. We’re also providing learning tools to build inclusive leadership capabilities, and to mitigate the potential for unconscious bias in hiring, talent discussions, performance management and development. Diversity and inclusion concepts have also been imbedded in our required leadership training for newly promoted people managers and other leadership programs.

2. **Build a Diverse Workforce for the Future:** Unleashing the power of diversity and inclusion to deliver the solutions and innovations that bring health to the billions of people we serve around the world, begins with how we develop our leaders. In 2006, we launched our ASCEND program - a premium talent accelerator specifically designed to prepare female leaders to amplify their organizational impact through authenticity, strategic purpose and agility. Our RISE program is an accelerator of high-potential and high-performing mid-level diverse talent and is designed to strengthen their leadership brand, enable their ability to network and form powerful connections across Johnson & Johnson, and prepare them for senior leadership roles across our company.

3. **Enhance Business Results and Reputation:** Understanding and serving the needs of diverse patients and customers is simply the way we must operate to drive innovation and growth and continue to be a thriving and sustainable business. For the seventh consecutive year, Johnson & Johnson maintained membership in the Billion Dollar Roundtable, an exclusive group of companies that advance corporate best practices for supplier diversity, and that spend at least $1 billion (Tier 1) annually with certified minority and woman-owned businesses. As we expand our supplier diversity programs globally, we are leveraging our experience and expertise from the work in the United States to establish processes and systems that will deliver positive business outcomes.

**Lessons from the Frontlines**

While knowledge is power, sharing that knowledge with others is even more powerful. Here’s just some of what’s helped us build a more diverse and inclusive workforce.

1. Make diversity and inclusion a key part of our strategic growth agenda.

2. Drive accountability and ownership for diversity and inclusion through all layers of management down through first-level managers.

3. Understand the numbers — that includes our workforce diversity data and be ready to develop action initiatives to address any issues.
4. Assess level of inclusiveness across the organization, and prepare and train the organization on how to drive inclusiveness.

5. Be public about the company’s commitment and the expectation we have of our partners and suppliers in the area of diversity and inclusion.

6. Demonstrate commitment to diversity and inclusion at the highest level via the composition of our Board of Directors.

Of course, we recognize we don’t have all the answers. The people of Johnson & Johnson continue to maintain a learner’s mindset because we know there is a difference between being educated and being intelligent. Intelligence is amplified through education — and we’re continuously learning. So, we look forward to seeing what’s worked for your organizations.

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