

*Johnson & Johnson*

# You Belong: Diversity, Equity & Inclusion Impact Review



# Contents

## Welcome 03

About this Impact Review

A message from our Chairman and CEO

A message from our Chief Diversity, Equity & Inclusion Officer

## Our journey 09

A mission grounded in strategy

Governance and accountability

## Pathway to belonging 15

Reinforcing an inclusive culture

Building a diverse workforce

Employee resource groups

## Equity in healthcare 28

Fueling an innovation engine

Diversity in clinical trials

Strategic partnerships

Advancing inclusive public policy

Leading in supplier diversity

## Looking ahead 44

An increased commitment to racial and social justice

# You belong

These two words offer a promise to our employees that their unique perspectives, backgrounds and ideas are embraced in our culture of innovation as we strive to build a workforce that reflects the communities we serve. It's also a pledge to our patients, consumers and customers that their experiences, values and lifestyle will be reflected in everything we do at Johnson & Johnson.

This second annual ***You Belong: Diversity, Equity & Inclusion Impact Review*** reflects on our journey to making Diversity, Equity & Inclusion (DEI) an integral part of how we work every day, and shares stories that demonstrate how DEI can be a driver for success. At Johnson & Johnson, the way we embrace cultures, backgrounds and many ways of thinking has helped us spark transformative healthcare solutions for 134 years and continues to carry us forward through challenging times.

We continue to ask ourselves what it means to prioritize DEI in every decision we make. We're leveraging our strategy, policies, programs and global culture to provide our colleagues with the support and opportunities they need to deliver on our commitment to create a healthier, more equitable world.

# About this Impact Review

The content in this Diversity, Equity & Inclusion Impact Review covers the calendar year 2019, with additional stories from 2020. This Impact Review reflects stories from across our Company and complements the **Johnson & Johnson Health for Humanity Report**. Employee data referenced in this Impact Review is taken from data reported in the Health for Humanity Report that was externally assured. Other information has been subject to various forms of internal verification and aims to be a true and honest representation of our DEI activities. However, this Impact Review is not intended to form part of our formal corporate disclosures, but rather an illuminating set of stories, insights and perspectives on a topic that is so important to us all.

Financial performance information of Johnson & Johnson, and its subsidiaries, as well as its “Cautionary Note Regarding Forward-Looking Statements,” can be found in Johnson & Johnson Annual Reports, available at [jnj.com/about-jnj/annual-reports](https://www.jnj.com/about-jnj/annual-reports).

We welcome queries and feedback – please contact us at [DiversityandInclusion@its.jnj.com](mailto:DiversityandInclusion@its.jnj.com).

# A message from our Chairman and CEO

Real change requires sustained commitment and vision – two things that have never been in short supply at Johnson & Johnson. For 134 years, a convergence of different cultures, backgrounds, and ways of thinking has enabled Johnson & Johnson to deliver transformative healthcare solutions that drive successful business outcomes. The challenges we face as a global society demand that we prioritize diversity and inclusion in every decision we make.

The world has changed dramatically since we launched our inaugural Diversity & Inclusion Impact Review. This year, we have been confronted with two enormous threats to human health: the COVID-19 pandemic, and the undeniable reality of systemic racism. Now is the time to mobilize as a Company and as individuals to promote racial and social justice in the United States and around the

world, even more intensively and persistently than we have done so far. We build on our longstanding mission to create a healthier world, as well as a more inclusive and equitable one, and our commitment to DEI is a clear expression of that. We are well placed to work across boundaries and borders to drive change for good. And while disruption and upheaval are challenging, it also creates opportunities to think and act differently. In this new world, that's exactly what we are doing.

We have long worked to address health inequities and COVID-19 makes this work all the more urgent, especially in communities of color. We are supporting underserved communities through new programs aimed at gaining stronger data and insights, driving education and awareness and increasing access to testing and health services.



**“True innovation happens when people with different perspectives and unique lived experiences come together to try to solve problems. That’s why diversity and inclusion isn’t just good for society, it’s good for business—and essential to creating a healthier, more equitable world for everyone.”**

**Watch the 2020 D&I Impact Review Video →**

We are increasing the enrollment of underrepresented populations in clinical trials through outreach, partnership and education across the United States. We continue to work with thought leaders and partners in the areas of policy, economics, community, healthcare, education and training. Building on our work with the Business Roundtable (BRT), earlier this year we established a dedicated DEI Working Group with the top DEI leaders from BRT member companies.

Recently, we made a further, bold commitment to amplify our role in addressing racial and social inequities across the United States. Our new Race to Health Equity platform frames a new set of actions that we at Johnson & Johnson commit to undertaking to change the landscape of social justice for the better.

Our purpose-driven work across the entire spectrum of healthcare continues to change the lives of billions around the world, and this is possible because our 137,000 employees bring their best, most authentic selves to work every day.

I hope you will be encouraged – and inspired – by our progress and the stories in this year’s Impact Review. I am confident we will continue this momentum.



**Alex Gorsky**  
Chairman and Chief Executive Officer

# A message from our Chief Diversity, Equity & Inclusion Officer



At Johnson & Johnson, we have an opportunity to create healthier communities in a more equitable world for the millions of lives we touch every day.

In our second You Belong: Diversity, Equity and Inclusion Impact Review, we reflect on the progress we have made to advance our core DEI strategic pillars: enhancing our culture of inclusion, building a diverse workforce that reflects the communities we serve, and driving business innovation and growth. Our global DEI strategy is guided by best practices and insights from thousands of Johnson & Johnson employees around the world who consistently remind us that while diversity changes by location, inclusion is the same everywhere. Everyone wants to feel they belong.

We also look at the challenges and opportunities ahead and acknowledge that we need to do more to drive meaningful change. The events of 2020 have fueled a global awareness of racial and social injustices, and have propelled DEI to the forefront of society's consciousness. The intensity of this social movement compels us to again ask ourselves the questions: Are we doing enough? Is our impact as broad as it can be? How can we do more?

Our longstanding commitment to DEI and the values of Our Credo have prepared us to meet this moment and drive sustainable change. We have created an inclusive environment that empowers our employees to share their unique perspectives and learn from one another.

Together, we are charting a path forward to advance racial and social equity both within Johnson & Johnson and across society. Internally, we hosted conversations for employees to share their stories and to learn from each other. Externally, we are leaning into our longstanding partnerships with community-serving organizations such as Unidos, the National Urban League NGO Instituto Identidades do Brasil (ID\_BR), and as a Corporate Leadership Council member of the National Museum of African American History and Culture.

No one company can build a more equitable and just society alone. We need to engage even more deeply in our communities and partner with representative groups at national, regional and local levels so that we can leverage our size and scale to drive systemic change. Together, we can advance diversity, equity and inclusion to change the trajectory of health for all.



**Wanda Bryant Hope**

Chief Diversity, Equity &  
Inclusion Officer



# Our journey

 In this section:

A mission grounded in strategy →

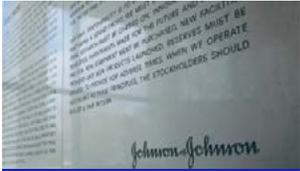
Governance and accountability →

At Johnson & Johnson, Diversity, Equity & Inclusion (DEI) has been a core value since long before it became a popular concept in the corporate world. Today, businesses are acknowledging their responsibility to take action to address the increasing disparities in our society and around the world while connecting with the communities they serve to understand their unique cultures. It is also clear that people aspire to live and work in a more equitable and just society. Embracing DEI as a business strategy, practice and culture can help transform our world and the lives of all people, support sustainable

development, and strengthen value creation for our Company long term.

In 1943, ahead of becoming a publicly traded company, Johnson & Johnson raised the bar on the role of business in society, and outlined our responsibilities to the people we serve in **Our Credo**. Though DEI has long been fundamental to our business model, in 2018, we updated Our Credo to underscore this commitment with this sentence: “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.”

## Diversity, Equity & Inclusion milestones

1886 to 1940	1940 to 1980	1980 to 2005	2005 to 2015	2015 to present
<ul style="list-style-type: none"> <li>Johnson &amp; Johnson is founded in 1886; <b>eight of the first 14 employees are women.</b></li> <li><b>First female scientist</b> is hired in 1908. Eight out of 36 department supervisors are women.</li> </ul>  <ul style="list-style-type: none"> <li>During the 1910s, Johnson &amp; Johnson <b>advertising materials were created in 15 languages</b> in the United States.</li> <li><b>First operating company in Mexico</b> opens in 1930, followed by <b>Brazil and Argentina</b> in 1937.</li> <li>General Robert Wood Johnson advocates for 30- to 40-hour work week; offers a <b>5% wage increase</b> in 1933.</li> </ul>	 <p><b>Our Credo is drafted in 1943, outlining our commitments, values and how we must operate responsibly.</b></p> <ul style="list-style-type: none"> <li>Johnson &amp; Johnson becomes the <b>first operating company in India</b> in 1957.</li> <li>Johnson &amp; Johnson becomes a partner in the U.S. President Johnson's 1964 Plans for Progress dedicated to the <b>elimination of employment discrimination.</b></li> </ul>  <p><b>Nancy Lane, in 1976, becomes first female and first Black/African American Vice President.</b></p>	<ul style="list-style-type: none"> <li>Named a <b>Best Place to Work for working mothers</b> by Working Mother Magazine in 1985 inaugural listing and included every year for more than 30 years.</li> <li>Johnson &amp; Johnson becomes the first western healthcare company to <b>open an operating unit in China</b> in 1985.</li> <li>Global Bridge to Employment program geared towards high school students in <b>underserved communities</b> launches in 1992.</li> <li>Our <b>Global Supplier Diversity and Inclusion</b> program established in 1998.</li> <li>Employee benefit plans in 2003 include <b>same-sex partners.</b></li> </ul> 	<ul style="list-style-type: none"> <li><b>"Gender Identity and Expression"</b> is added in 2005 to non-discrimination policy.</li> <li>Johnson &amp; Johnson named for 11 consecutive years by the National Association for Female Executives (NAFE) as a <b>Top Company for Executive Women.</b></li> <li>Benefit Plans expanded in 2009 to <b>include transgender employees.</b></li> <li>Launched <b>WiSTEM<sup>2</sup>D initiative</b> (Women in Science, Technology, Math, Manufacturing and Design) in 2015.</li> <li>Joined the <b>Billion Dollar Roundtable</b>, spending at least US\$1 billion annually with certified minority- and women-owned businesses.</li> </ul>	<ul style="list-style-type: none"> <li>First <b>inclusion index</b> becomes part of annual Our Voice Employee Survey in 2017.</li> <li>Ranked as <b>#1 Company for Diversity</b> by DiversityInc in 2018, and best place to work for <b>Disability Inclusion</b> by Disability:IN Disability Equality Index.</li> </ul>  <p><b>In 2019, launched the Center for Health Worker Innovation with US\$250 million commitment and the Experienced Military Veteran Leadership Development Program.</b></p> <ul style="list-style-type: none"> <li>Johnson &amp; Johnson is the only company to endorse the <b>Black Maternal Health Momnibus Act</b>, and in 2020 becomes a co-founder of the <b>Equitable Maternal Health Coalition.</b></li> </ul>

Today, this foundation of respect, acceptance, understanding and valuing our differences is translated into a strategic framework that guides our path forward.



**Our DEI vision:** Be yourself, change the world



**Our DEI mission:** Make diversity and inclusion how we work every day



**Our DEI strategic pillars:**

- Advance our culture of inclusion and belonging
- Build a diverse workforce that reflects our communities
- Drive innovation and business growth

## A mission grounded in strategy

Our strategy, based on employee insights and external research, approaches DEI as a business imperative and enables us to meet the changing needs of the communities we serve. We believe that inclusive leadership, supported by a culture in which everyone can bring their authentic selves to work, is the basis for strong business performance and positive contribution to society. When we feel free to be who we are and embrace the uniqueness of our diverse colleagues, we develop a deep sense of belonging and connection to our shared goals. This makes us more fulfilled as individuals, and helps our business reflect the diversity of needs, values and preferences of our patients, consumers, customers and communities. Our culture of belonging, respect and inclusion empowers us to fuel the innovation necessary to better serve the world's healthcare needs and change the trajectory of health for humanity.



**NORTH AMERICA**

## Creating a culture and inclusion framework

At Janssen, Pharmaceutical Companies of Johnson & Johnson, the Immunology Field Sales leadership team partnered with Human Resources and Communications teams to create Janssen's Culture and Inclusion framework. This framework enabled a targeted engagement approach for the field sales workforce to maximize leadership visibility and field connectivity. The result was a roadmap of different engagement touchpoints (dialogues, workshops, experiential learning) aimed at creating open dialogue to emphasize the fact that all voices matter and to deepen the feeling of belonging in the organization.

### Our DEI leadership

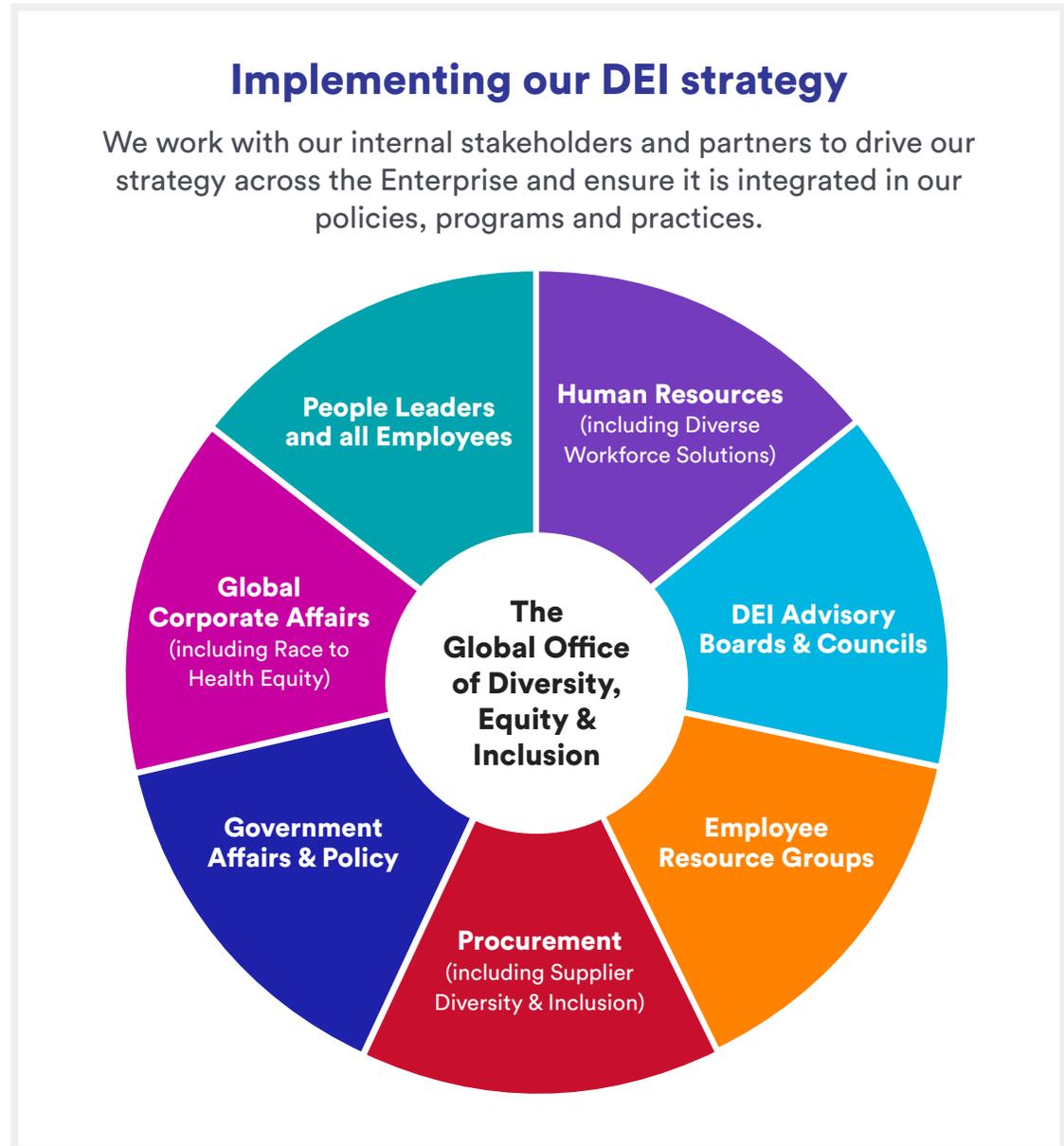
At Johnson & Johnson, DEI starts at the highest levels of leadership of our organization and is cascaded across the global organization at the direction of our Chief Diversity, Equity & Inclusion Officer. Strategic teams partner internally and externally to drive DEI across a range of dimensions. Additionally, our DEI Councils and Advisory Boards, led by senior leaders who are experts in their regions and sectors, work to drive the DEI strategy deeper into their organizations.

**“Diversity & Inclusion at Johnson & Johnson is not just a commitment—it is the reality of how we live and work. The best innovations can only come if our people reflect the world’s full diversity of individuals, opinions and approaches.”**

Alex Gorsky, Chairman and Chief Executive Officer,  
Johnson & Johnson

### Governance and accountability

Our Chairman and CEO, together with the members of the Executive Committee, set a consistent direction. Their leadership and engagement with our DEI efforts offer both inspiration and guidance to our people around the world.





## Our Leadership Imperatives

These imperatives set a standard for how all our employees and people leaders engage and work across our Enterprise, and underpin our culture of inclusion.

Specifically, the Executive Committee reviews DEI results quarterly, and progress is reported to the Board of Directors at least twice annually. Throughout Johnson & Johnson, senior

leaders have DEI-related goals embedded in their work plans, and achievement of these goals is incorporated in compensation. Additionally, we embed controls and oversight throughout our organization to drive progress.

**Focusing on processes:** We continue to reinforce our DEI commitment by challenging ourselves to reimagine our talent practices and Human Resources processes, and systems to accelerate representation through attracting, hiring, developing and retaining talent. For example, in 2019, we launched two new teams—one focused on evolving talent systems and one focused on engaging and investing in the military-connected community.

**DEI leadership accountability:** Our Leadership Imperatives reflect Our Credo values and define elements of expected behaviors for all levels in our organization. In 2019, the imperatives were updated to drive open, honest, inclusive and respectful interactions, and are now incorporated in work objectives and performance evaluation.

## Measuring DEI culture:

Johnson & Johnson's biennial Our Voice Survey is a significant indicator of employee satisfaction and measures important aspects of our culture, including how our employees feel heard, valued and respected, and free to be their authentic selves. The Our Voice Survey includes a specific section on DEI that aims to provide a reflection of our performance in nurturing an inclusive culture. In 2019, 90% of active employees participated in the survey.

## Our Voice 2019 Survey showed that:

**91%**

of employees believe they are treated with respect

**81%**

confirmed their workgroup has a climate in which diverse perspectives are valued

Employees who feel they belong at work are much more likely to experience remarkable improvements in the following career indicators:

**+27%** retention

**+43%** engagement

**+58%** loyalty

(Difference in likelihood of career indicators between first vs. fourth belonging quartiles)  
[“The Power of Belonging,” Coqual, 2020](#)

In addition, we are collecting weekly employee sentiment as we navigate the impact of COVID-19, and of racial and social injustice on our employees’ lives.

**Building a culture of belonging:**

Belonging is central to our strategy and definition of diversity, and driving a sense of belonging continues to be a key priority for us. We have been

focused on exploring our colleagues’ sense of belonging in order to better understand their experiences and what more we can do to enable them to be their authentic selves. Similarly, we aspire to raise awareness and contribute to current thinking on belonging in our communities, and to learn more about what makes belonging so important and relevant in the workplace. In 2020, Johnson & Johnson was proud to be a sponsor of a research initiative by Coqual (formerly the Center for Talent Innovation) on *The Power of Belonging: What It Is and Why It Matters in Today’s Workplace*. Through that research, we gained insights on how the organization—including senior leaders, managers and colleagues—can foster a culture of high belonging for all employees.

**Public reporting on progress:** We publish data about our workforce and a range of diversity metrics in our annual [Health for Humanity Report](#). Data is available over two years to enable tracking of trends and changes over time.



**Policies and programs**

**Diversity & Inclusion policy** →

**Code of business conduct** →

**Equal employment opportunity policy** →

**Affirmative action programs** →

**Position on providing a safe and harassment-free workplace** →

**Position on human rights** →

**LGBTQ+ benefits and commitment** →

**Flexible work policies** →

**Global parental leave** →

**Military leave** →

**Volunteer leave** →

**Disability assistance** →

**Learn more** →



# Pathway to belonging

 In this section:

Reinforcing an inclusive culture →

Building a diverse workforce →

Employee Resource Groups →

Fundamental to our ability to advance equity in healthcare and grow the contribution of our business to health and well-being around the world is the engagement of our colleagues across our Company everywhere, at every level. This includes the way we reinforce an inclusive culture throughout the business; provide recruitment, development and advancement opportunities for employees; offer opportunities and platforms that help diverse groups enhance their contribution; and engage with partners in our communities in advocacy and capacity-building programs.

**“Diversity, equity and inclusion is at the foundation of our culture at Johnson & Johnson. From our expectations of our leaders to our hiring practices and talent development programs, we are embedding these values into our organization to foster a supportive and connected community for our employees.”**

Peter Fasolo, Chief Human Resources Officer,  
Johnson & Johnson

## Outsmarting human minds

A program at Harvard University, founded by Mahzarin Banaji, devoted to improving decision-making using insights from psychological science to explore the quirks and blind spots of the human mind. The hope of this project is that by knowing the science, we can take steps to outsmart our minds and improve the decisions we make in life and at work. Johnson & Johnson is a funding supporter of this initiative.

[Learn more](#) →

## Reinforcing an inclusive culture

Our ability to deliver our DEI vision rests on maintaining an unshakeable, vibrant culture that is cohesive for all employees, so that all employees feel they belong and help others feel they belong as well. While DEI is prominent in our recruitment processes, aiming to welcome new employees who

appreciate and support our DEI approach, we do not leave culture to chance. With the presence of so many nationalities, backgrounds, abilities and personalities among our global team of more than 137,000 individuals, we proactively work to embed a culture that drives respect and tolerance, and is free of bias.

### Encouraging inclusive leadership

Our objective is to build inclusive leadership behaviors at all levels of Johnson & Johnson to establish a deep sense of belonging and increase engagement, productivity and innovation. A core focus has been to raise awareness and drive mitigation of unconscious bias. This provides our organization with the strong foundation needed to have empathetic conversations about inclusion, belonging, equity, race and social justice. In the past year, we have:

- **Delivered Unconscious Bias Training** to reinforce inclusion in our corporate culture, policies and processes, and in the hearts and minds of our people.



## More women in manufacturing

In India, women's representation in manufacturing is typically very low. To address this, our team in India made a plan that included increasing female new hires, engaging female trainees in production, implementing mentoring programs, improving gender sensitivity and Unconscious Bias Training. India now has women in several leadership roles for the first time, including Plant Manager, Line Support Engineer and Shopfloor Supervisor. Women in our manufacturing workforce in India increased from 1% to 7% in 2019, and we expect this to increase further in the coming years.



## Manifesto Day: building diverse teams

Our Talent Acquisition team in Brazil set an example for colleagues there by creating their own diverse team. Then, to encourage others to create diverse teams in Brazil, they launched a “Manifesto Day” to connect the many DEI initiatives across the Company. The Day included a video and presentation of DEI initiatives and ERGs. Approximately 3,000 colleagues in Brazil engaged, and more than 300 joined an ERG of their choice. Further, the Talent Acquisition team was able to develop a pipeline of 1,500 diverse candidates for roles at Johnson & Johnson Brazil.

By the end of 2019, more than 95% of our colleagues had completed Unconscious Bias Training, representing an investment of thousands of hours across the organization. The next step is our plan for a program of Conscious Inclusion Training in 2021.

- **Rolled out our new leadership imperatives**, as standards that define inclusive behaviors as essential elements in leadership skills throughout our organization.
- **Reimagined ERG engagement**, by creating virtual psychologically safe environments, support networks, and spaces where tangible actions have taken place to meet the needs of their members.
- **Cascaded empathetic conversations guide** with a focus on holding empathetic conversations about racism and the Black community. This step-by-step guide empowers and encourages leaders to hold difficult but essential conversations on topics such as



## Eliminating Unconscious Bias 360°

Our team in Switzerland initiated a 360° campaign across our Europe, Middle East and Africa region to make Unconscious Bias conscious by preparing a toolkit for 6,600 employees in four different languages. A range of supporting initiatives raised awareness of Unconscious Bias and helped colleagues to become change agents across the region.

[Watch the video](#) →

- racism, social injustices, bigotry and discrimination.
- **Held multiple “Raise Your Voice” global dialogues**, providing an opportunity for employees to share experiences and insights surrounding racism and injustice, actively listen, learn and engage with colleagues on these important topics.



GERMANY

## Implementing solutions for working parents

The DEI team at Janssen Germany launched the Family@Heart platform to address the critical challenges of working parents across the Company by promoting job postings with part-time and flexible working options. This heightened awareness led to an increase in job postings with part-time options, including the first management board position, and more than 150 colleagues subscribing to this new platform. Further, in order to help colleagues balance work and family needs, new solutions were developed, including a family office for emergencies when other childcare options are not available and a summer camp for children during summer kindergarten and school closures.

In 2019, Johnson & Johnson's Latin America region became the **first region** to achieve gender parity across our global workforce.

Our aim was to spark transparent, regionally relevant dialogues around social justice in a psychologically safe way. Insights and feedback gained from the dialogues are being used to shape action plans to help us drive inclusive and equitable change.

- **Launched cultural immersion in understanding the Black experience**, to build on our DEI foundation and further our Company's commitment towards combatting systemic inequity and social injustice.

## Recognizing outstanding contributions

In 2020, we celebrated outstanding contributions in DEI in our second annual D&I Honors Recognition Program. We acknowledge the many teams around the organization that are putting our DEI strategy to work every day in support of our business and the communities we serve.

**“It is remarkable to see what can be achieved when we foster a culture where individuals with unique backgrounds, skillsets and perspectives can come together and reflect the diversity of those we serve.”**

Peter Fasolo, Chief Human Resources Officer,  
Johnson & Johnson

More than 200 teams submitted inspiring stories and achievements in DEI from 32 countries across our three business segments and four regions.

## Our diverse workforce—sharing data

We aim to continue to improve gender, ethnicity and race representation at all levels in our business to reflect the composition of our markets and enable us to better serve our diverse patients, consumers and customers around the world. As part of our commitment to transparency, gender and ethnic/racial diversity are annually reported in accordance with the gender, ethnicity and race as self-reported by employees and recorded in our Human Resources Information Systems. We share this data as part of our externally assured sustainability-related data in our 2019 Johnson & Johnson Health for Humanity Report, which is our primary source for legal disclosure. Our 2019 progress can be found at Advancing Diversity and Inclusion. All disclosures related to our people can be found here at Empowering People.

[See the disclosures](#) →

A team of senior leaders judged the entries based on the level of innovation and business impact demonstrated by the teams. Twelve entries were recognized in a virtual ceremony with participation by Executive Committee members and more than 7,000 employees around the world.

## Building a diverse workforce

We believe that one of the most effective ways of understanding and meeting the needs and desires of our diverse patients, consumers and customers is to have a workforce that appreciates the diversity of the world around us. We therefore strive to proactively reach out to candidates from diverse backgrounds, and provide policies, programs and platforms to ensure new hires—as well as current colleagues—advance within the Company.

## Investing in new workforce solutions

In 2019, we worked to accelerate diverse talent representation at Johnson & Johnson. Under the

leadership of our Chief Human Resources Officer, we created a new team to reimagine our Human Resources processes and systems to optimize attracting, hiring, developing and retaining colleagues to reflect the marketplace. The new Diverse Workforce Solutions team takes a holistic approach to identifying solutions that can be hardwired into our Human Resources systems and processes to drive outcomes across the Johnson & Johnson Enterprise. Early outcomes include:

- **Attracting talent:** We continue to prioritize improving the overall processes to include diverse slates, succession plans and utilization of diverse interview teams.
- **Developing talent:** We continue to identify opportunities to develop and advance high-potential diverse talent as well as opportunities to strengthen integration of existing DEI programs into our end-to-end talent practices.

The business case for diversity and inclusion is stronger than ever. Diverse companies are more likely to financially outperform their peers. Difference in likelihood of outperformance of first vs. fourth quartile for 2019:\*

**+25%** gender

**+36%** ethnicity

“Diversity Wins: How Inclusion Matters,”  
McKinsey, 2020

- **Retaining talent:** We have defined short- and long-term strategies to minimize regrettable losses across all talent in organizational redesigns. We also partnered with Global Talent Management to deploy Enterprise exit and stay interviews, which will give us insights to further shape targeted strategies to strengthen retention.

### Practicing inclusive hiring

We are continuously looking to broaden our search for diverse candidates and maintain multiple platforms for outreach to individuals to join our teams around the world. These include:

- **Targeted outreach:** We leverage channels for innovative technology hires through agencies and online platforms to identify untapped diverse individuals for roles in high demand.
- **DEI conferences and associations:** We sponsor and engage with diversity and veterans conferences such as National Black MBA, Society of Hispanic Engineers, The Consortium, Military MOJO, and associations such as Delta Sigma Theta and Association of Latino Professionals for America.
- **Job boards:** We maintain an extensive reach via more than 100 diversity job boards, including those focused on different groups such as African Americans, Hispanics and Latinos, Veterans, and more.



### Workforce of the future

Our DEI team wanted to leverage our Workforce Analytics team in order to provide greater opportunity to deliver a flexible workforce, create a consistent and inclusive experience, accelerate investment with diverse enterprises, and increase skills and job creation for vulnerable populations. To do this, the team focused on hiring U.S. veterans and building their skills for future permanent employment, training and placing vulnerable populations in Europe and Asia, creating a more attractive and inclusive environment for working mothers, and increasing spend with women- and minority-owned businesses. Successes were achieved in each of these areas, proving that focused change can deliver inclusive impact.



 **NORTH AMERICA**

## Diverse finance talent pipeline

The Finance African Ancestry Leadership Council's Intern Program aims to improve the rate of conversion to full-time employees of African American interns in Johnson & Johnson's Finance Department. The program offers professional development while providing networking, mentorship and opportunities to engage with senior finance leaders. From supporting nine interns in 2016, the program has grown to supporting 41 in 2019, assuring a diverse talent pipeline for finance roles in the Company; 97% of participants confirmed they would recommend the program to other interns.

- **University partnerships:** We attract diverse candidates through working with private and public institutions including Historically Black Colleges and Universities, Hispanic Serving Institutions, and colleges that are local to our facilities.
- **Social media:** We share diversity content that connects Johnson & Johnson's Employee Value Proposition with prospective candidates via LinkedIn, Twitter and WeChat.
- **Employee referrals:** We encourage employees, including members of our 12 Employee Resource Groups such as the African Ancestry Leadership Council (AALC), and the Hispanic and Latino Organization for Leadership and Achievement (HOLA) to recommend talent through our Employee Referral Program.

As part of the hiring process, through our accountability and commitment to developing candidate lists that include all genders and underrepresented

minorities, we have developed recruitment and interview tools that promote inclusion, including:

- **Technology-aided recruitment:** We use an augmented writing platform that scans job descriptions for phrases that are not inclusive. This helps reduce unintended bias in our job postings and provides data that shows diverse candidates' development through the recruitment process in real time.
- **Interview with purpose:** Our global hiring leader training and certification program is designed to increase the quality of the hiring process and decrease unconscious bias.
- **Diverse interview team:** We built a framework to deploy interview teams with a diverse mix of leaders, including gender, ethnicity and race.

**“We found that many of our job descriptions skewed masculine, but when we started editing the descriptions in the pilot program, we saw a 9% increase in female applicants.”**

Chuck Fuges, Global Head of Sourcing,  
Johnson & Johnson

### Building a diverse pipeline

We drive the development of diverse colleagues in our business through a number of personal and professional growth opportunities, such as:

- **Providing reemployment opportunities:** We help science, technology, engineering and mathematics (STEM) professionals return to the corporate world after an extended break from employment through our Re-Ignite Program.
- **Promoting women in science:** We help increase interest among young girls and women in science and health careers through our **WiSTEM<sup>2</sup>D** program (Women in

Science, Technology, Engineering, Mathematics, Manufacturing and Design).

- **Building a pipeline of diverse healthcare leaders:** Our **Bridge to Employment and Pathways to Success** programs help high school students in disadvantaged communities achieve college graduation.
- **Offering skill and network development for students:** Our Developing Diverse Leaders of Tomorrow three-day leadership conference for students who self-identify as a member of an underrepresented population offers opportunities to develop business skills, network with Johnson & Johnson professionals and connect with career mentors.
- **Helping veterans transition to civilian life and work:** Our **Military Veteran Leadership Development Program** provides veterans with an extensive range of professional development career opportunities.



### Partnering with the government

Our WiSTEM<sup>2</sup>D program started in Costa Rica in 2018. In 2019, to expand its scope and increase its impact, our team in Costa Rica engaged with the STEAM (Science, Technology, Engineering, Arts and Mathematics) Committee of the Ministry of Public Education. The idea was that creating awareness through education would help more girls benefit, as young women are often influenced by social norms that deter them from STEM. Since 2018, the program has reached over 700 students, of whom 450 are girls, from over 20 schools.



## Focus on women in STEM<sup>2</sup>D

In Australia, our DEI team developed programs to promote a lifecycle approach to supporting and retaining women in STEM<sup>2</sup>D careers, recognizing that there are far fewer women than men in STEM<sup>2</sup>D undergrad courses across Australia. Our WiSTEM<sup>2</sup>D team partnered with Griffith University to design initiatives to attract, retain and graduate females into STEM<sup>2</sup>D careers using mentorship, scholarship programs and research, with the co-funding of a first scientific study evaluating a program to retain women in STEM<sup>2</sup>D careers. Over 60 students attended mentoring workshops, and scholarship recipients prepared and submitted student impact reports that describe the benefits they gained through this initiative.

## Programs to accelerate the development of diverse employees

We maintain a wide range of personal and professional development programs that support the growth and meet the career aspirations of all Johnson & Johnson employees. We offer these opportunities to diverse candidates and proactively identify employees who can benefit. See our [Health for Humanity Report – Attracting and Developing Our People](#) for more information.

Our programs include:

- **Accelerated programs:** Programs that help our employees and leaders stay ahead of the curve as they grow and develop.
- **Enterprise Sponsorship Program:** We maintain many forms of sponsorship in the organization at different levels to support personal and professional growth. This Enterprise Sponsorship Program began in 2016 to support high-performing diverse managers

through supportive sponsorship relationships with senior leaders to accelerate their development. From an initial 21 sponsorships, the program has now expanded to include more than 600 in 2019. The program is highly successful, with more than 43% from outside North America and 80% women. Of those sponsored in the United States, 78% represent ethnic or racially diverse populations. Of those sponsored, 48% have been promoted to a higher level of management. The overall retention rate for participants is more than 96% to date.

- **Leadership support:** We have a suite of tools and resources for all our leaders to improve the inclusiveness of their teams, including our internal DEI networks.

## Employee resource groups (ERGs)

Our ERGs bring our DEI strategy to life and are uniquely positioned to provide insights and drive tangible outcomes on behalf of our colleagues, patients, consumers and communities. They are each sponsored by a senior leader, including members of the Executive Committee at Johnson & Johnson, and are aligned with our DEI mission, vision and strategic pillars.

- 21,611 colleagues were engaged in ERGs in 2019
- 255 U.S. ERG Chapters
- 176 non-U.S. ERG Chapters

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

### Our history of employee resource groups

- 1975** • HONOR, the first Employee Resource Group (ERG) at Johnson & Johnson, is formed by Black/African American employees.
- 1980** • Advisory Council for the Advancement of Women (ACAW) ERG formed.
- 1995** • Women's Leadership Initiative (WLI) ERG formed.
- 2000** • African American Leadership Council (AALC) ERG formed (now African Ancestry Leadership Council).
- 2001** • Asian Society for Innovation and Achievement (ASIA) and South Asian Professional Network Association (SAPNA) ERGs formed.
  - Hispanic and Latino Organization for Leadership and Achievement (HOLA) ERG formed.
- 2003** • Gay & Lesbian Organization for Business & Leadership (GLOBAL) ERG formed (now Open&Out).
- 2005** • Association for Middle Eastern and Northern African Heritage (AMENAH) ERG formed (now Association of Middle Eastern & North African Leadership & Inclusion).
- 2006** • Veterans Leadership Council (VLC) ERG formed.
- 2010** • Millennials ERG formed (now GenNow).
- 2017** • Mental Health Diplomats, part of the ADA ERG formed.



## Women's Leadership & Inclusion (WLI)

### Reading for Inclusion in North America:

The WLI team in North America initiated a project aimed at improving feelings of inclusion among colleagues by creating specific content based on suggestions and feedback from Oncology and Immunology field employees. The team created a summer reading book list based on requested topics that served to offer insights and perspectives, and that help build confidence. This initiative helped the team with individual career development, planning, work-life management considerations and personal development.

Of our 12 ERGs, five have a global relevance and presence throughout Johnson & Johnson regional teams as well as in the United States. Others are more focused and find relevance with locally based members, although all colleagues are free to join ERGs of their choice.

**“I am proud to be the executive sponsor for Open&Out, our employee resource group that helps foster an inclusive work environment where LGBTQ+ employees feel safe, heard and embraced. There is no greater responsibility for a leader than to ensure all colleagues know they are valued. It matters that we use our voices to lift others up, and I am continuously reflecting on the voices of others who remind us of the progress we’ve made, and the work we must continue to do.”**

Ashley McEvoy, Executive Vice President, Worldwide Chairman, Medical Devices, Johnson & Johnson

ERGs with a global presence:

- African Ancestry Leadership Council (AALC)
- Alliance for Diverse Abilities (ADA)
- GenerationNOW
- Open&Out (O&O)
- Women's Leadership & Inclusion (WLI)

ERGs with a regional or local focus:

- Asian Society for Innovation and Achievement (ASIA)
- Association of Middle Eastern & North African Leadership & Inclusion (AMENA)
- Hispanic and Latino Organization for Leadership and Achievement (HOLA)
- Nursing Innovation Council of Excellence (NICE)
- Pharmacists Network
- South Asian Professional Network Association (SAPNA)
- Veterans Leadership Council (VLC)

## Open&Out (O&O)

**Closing the inclusion gap:** Our Human Resources leaders and O&O team set an objective to help close the inclusion gap in the LGBTQ+ population in Mexico, and specifically within Johnson & Johnson. The plan incorporated Pride Month activations, Human Rights Campaign participation, partnership with the It Gets Better Project to support the next generation of LGBTQ+ youth, and other activities. The program achieved its objective in raising awareness about inclusion of members of the LGBTQ+ community, encouraging a safe work environment, and, for the first time, Johnson & Johnson Mexico was recognized as one of the Best Places to Work for the LGBTQ+ community.

**Equal marriage benefits:** Our O&O team in Juarez, Mexico, partnered with Human Resources teams and union leaders representing the majority of local colleagues to provide equal marriage benefits to colleagues who are union members. As a result of ongoing relationship building with the local unions, union representatives now participate in Johnson & Johnson's O&O events, such as Pride Month, which promote education, understanding, and an environment where all individuals can feel free to be themselves.

Our ERGs are closely involved with business initiatives to support innovation and diverse outcomes, and they are engaged in many of the D&I stories we share in this Impact Review. For example, especially in the current period, the AALC has been at the forefront of addressing racism, social inequality and injustice faced by the Black community through a series of ongoing interventions, for example:

- AALC led the unity of all our enterprise ERGs demonstrating their support of their Black/African Ancestry peers and community.
- AALC members educated our colleagues around the world through sharing their own experiences as Black/African Ancestry individuals.
- Shared their experiences through “Raise Your Voice” sessions piloted across our Medical Devices business segment, helping inform action planning to enhance our employee experience across all Johnson & Johnson.



## A new pledge for women

In celebration of the 25th anniversary of the Johnson & Johnson Women's Leadership & Inclusion (WLI) Employee Resource Group, in 2020, WLI developed a program to energize the entire organization in support of advancing the hiring, retention and promotion of women in the workplace. Colleagues around the world were encouraged to take a pledge to support the future of all women, at all levels, all around the world. Within a month of the invitation, more than 2,700 colleagues publicly pledged support to advance ALL women at ALL levels ALL around the world.



## Regional ERG spotlights

### Asian Society for Innovation and Achievement (ASIA)

Empowered members through career development workshops designed to guide them in navigating their career journey and build their personal brand.

### Pharmacists Network

Conducted an industry day to share experiences and opportunities for pharmacists at Johnson & Johnson in the United States.

### South Asian Professional Network Association (SAPNA)

Engaged over 200 young future leaders in the United States at a conference designed to encourage students to persevere in math and science. It educated them about potential careers in STEM through a series of hands-on workshops.

### Association of Middle Eastern & North African Leadership & Inclusion (AMENA)

Supported international humanitarian efforts by helping refugee families new to the United States through a “Give Your Furniture a New Home” program.

## Supporting Hispanic and Latino communities

Johnson & Johnson was among 130 signatories of the **Hispanic Promise**, a national pledge to hire, promote, retain and celebrate Hispanics and Latinos in the workplace. Johnson & Johnson has a long legacy of welcoming and supporting Hispanic and Latino employees, including through our Employee Resource Group HOLA (Hispanic and Latino Organization for Leadership and Achievement), created in 2001 to encourage the development, leadership and growth among its members—now more than 1,650 across 33 chapters.

**“Latinos and Hispanics are more critical to our workforce than ever—not only because they bring diverse thinking and experiences to the table and creative ideas to enhance our pipeline, but now, Hispanic and Latino communities in the United States represent the biggest talent segments within minorities. And from a consumer and patient perspective, we need to understand, embrace and support them.”**

Duda Kertész, President, U.S. Skin Health, Johnson & Johnson Consumer Health



# Equity in healthcare

 **In this section:**

**Fueling an innovation engine →**

**Diversity in clinical trials →**

**Strategic Partnerships →**

**Advancing inclusive public policy →**

**Leading in supplier diversity →**

As the world's most broadly based healthcare company, Johnson & Johnson embeds DEI into its business strategies so that we can create products that meet the needs of our patients, customers and consumers, and solve the world's most pressing health problems. We leverage our reach and partnerships to develop holistic solutions and innovate in our markets for the benefits of a more equitable healthcare system.

## **Fueling an innovation engine**

Innovation is at our core and has been since the start of our Company. Our innovation is motivated by the need to find solutions for everyday health challenges and life-threatening conditions; answers to new health threats as they emerge; and access to medicines, treatment and healthcare for all. We maintain extensive in-house innovation capabilities as well as a powerful network of scientists and entrepreneurs, inventors and creators, collaborations and partnerships that helps deliver innovation in every corner of our global activity.



## Sharing the impact of HIV through 5B

For over 25 years, Johnson & Johnson has invested in the treatment and eventual eradication of HIV/AIDS. We commissioned 5B to recount the history of HIV and its impact on the LGBTQ+ community, and to recognize the unsung heroes of healthcare. Told through the voices of nurses and staff working on the world's first ward dedicated to treating AIDS patients at San Francisco General Hospital in the early 1980s, 5B highlights the nurses and staff who provided care and compassion during a time of great uncertainty. The film continues to be shared through private screenings in multiple LGBTQ+ events, as well as with our external stakeholders and Johnson & Johnson employees.

## Diversity in innovation QuickFire Challenge

In 2019, we announced a **Diversity in Innovation QuickFire Challenge (QFC)** as an opportunity for U.S.-based innovators who are Black/African American, Hispanic/Latino, and American Indian or Alaska Native to receive funding and mentorship to advance their science. The QFC promised \$250,000 in grants to the multicultural innovator or innovators with the best idea, technology, or solution to improve human healthcare.

QuickFire Challenges are hosted by the Johnson & Johnson Innovation – JLABS team, our corporate innovation incubation arm. They invite, encourage and support visionaries addressing some of the biggest healthcare challenges to submit ideas and earn funding, residency and all its benefits, including mentoring, at one of our JLABS facilities around the world, technical support and commercialization assistance.

The Diversity in Innovation QFC received 181 applications from across 30 states with submissions across all

our innovation categories: Medical Devices, Digital Health, Consumer Health and Pharmaceutical. Ideas ranged from multiple oncology platform technologies, a therapeutic to treat diabetic retinopathy, a platform technology for tissue regeneration, a mobile app solution for mental health support, and an AI-enabled medical device to diagnose respiratory disease. In 2020, we were thrilled to announce grants of \$300,000—\$50,000 more than we had originally announced because of the high caliber of the submissions—to four innovators:

- **Cura Therapeutics** is developing an innovative immunotherapy platform to treat a wide range of solid malignancies and infectious diseases.
- **TEZCAT Laboratories LLC** is an early-stage biotechnology company focused on developing innovative protein-drug conjugates to treat pancreatic cancer and multiple myeloma and other cancers.

- **Theradaptive** is looking to redefine regenerative medicine with a platform technology for delivery of biologics to enable tissue regeneration outcomes that are out of reach for current therapeutics.
- **Seaspire** is redefining skincare formulations with exceptionally effective ingredients inspired by nature to make the world healthier, safer, and more sustainable.

### **Skin health for the Black community**

Within our Consumer Health business, our products must reach and serve everyone. Looking to the future of healthcare, we must seek out and support innovators from diverse backgrounds to generate novel ideas and inclusive solutions. In the United States, only 3% of dermatologists are Black, and these demographics are reflected in the way darker skin is researched in studies and discussed in textbooks. This inequity can cause real harm to patients of color.

Stemming from these health disparities, there is a gap in available skin health consumer products tailored to the needs of the Black community. On top of this, Black founders overall receive only about 1% of venture capital only.

In 2020, leaning on existing innovation platforms, Johnson & Johnson Innovation teamed up with NEUTROGENA® to address the underrepresentation of Black expertise in the skin health industry. The partnership is focusing on accelerating skin health research, growing the Black dermatologist community through education and training, and providing funding support to Black-owned skin health companies. So far, in 2020, we have made progress in two key ways:

- We hosted a series of thought leadership webinars aiming to address the underrepresentation of Black expertise in the skin health industry. The webinar series was moderated by NEUTROGENA® Creative Consultant and Brand Ambassador, Kerry Washington.

### **Diversity & Inclusion drives innovation performance**

Across industries, companies with diverse teams are:

**+45%** more likely to improve market share\*

**+70%** more likely to capture a new market\*

Companies with more diverse leadership report:

**+19%** higher innovation revenues\*\*

\* [“Innovation, Diversity and Market Growth,”](#) Coqual, 2013.

\*\* [“How Diverse Leadership Teams Boost Innovation,”](#) Boston Consulting Group, 2018.



## Care With Pride

Our Care With Pride initiative, now in its ninth year, brings together more than 10 Johnson & Johnson brands and 2,000 employees to champion love, equality and care for all people within the LGBTQ+ community. In 2019, Johnson & Johnson also began selling OGX and LISTERINE products with special Pride-themed packaging in Target and Walmart stores. This year, NEUTROGENA products join the themed line, as do retail partners Amazon, Ulta, Walgreens, Kroger and Giant. Care With Pride is the corporate sponsor for more than 40 Pride parades and events across the globe and sponsored a Virtual Pride Kickoff to replace physical parades during the COVID-19 pandemic. Care With Pride partners with LGBTQ+ nonprofits, including PFLAG, Trevor Project and GLAAD, and has raised more than US\$1 million.

- We followed with the announcement of a QuickFire Challenge for Black Innovators in Skin Health. The challenge offers an opportunity for Black innovators to receive grant funding and mentorship to advance their science and submit potential solutions aiming to improve skin health, including:

- Acne and post-acne scarring
- Hyperpigmentation
- Scalp care
- Sun protection

The best idea, technology or solution will receive up to \$50,000 in grant funding, access to the global JLABS network and mentorship from experts at the Johnson & Johnson Family of Companies.

## Diversity in clinical trials

At Johnson & Johnson, we pioneer world-changing solutions that bring health to billions of patients around the world. To continue to grow, innovate, and advance human health, we need to better understand the diversity of our patients. While many aspects of health

are advancing, some people continue to be left behind. Lack of diversity across race, ethnicity, gender and age for clinical trial participants can diminish the effectiveness of certain types of treatment—especially if that treatment is for a condition that disproportionately impacts those who are underrepresented.

Johnson & Johnson companies sponsor and support clinical trials in more than 40 countries, allowing for a wide diversity among participating populations. Nonetheless, further diversification of clinical trials is a priority, and Johnson & Johnson is proactively working to identify and address barriers to enrollment and participation by patients in underrepresented communities.

Together with other companies, policymakers, academic organizations and advocacy partners, we are taking action to facilitate greater dialogue among underrepresented communities to help address systemic inequities, such as unconscious and conscious bias, language barriers, overall trial design and access to funding that can help build increased participation in clinical trials.

## Tylenol inclusive innovations and community impact

TYLENOL continues to harness the power of innovation through understanding – and meeting – the needs of its consumers and focusing on breakthrough product formats and solutions.



### Pediatric innovation

In 2019, Children's TYLENOL Dissolve Packs – the first new form of Children's TYLENOL to be released in over a decade – became the only pediatric acetaminophen product on the market in an orally dissolving granular form. It is specifically designed to be both great-tasting with a wild berry flavor and convenient for families on the go, since it dissolves on a child's tongue in seconds without water.



### Advancements in inclusive packaging

TYLENOL received feedback from consumers about how the bottle caps could be hard to open, especially for arthritis sufferers. The brand completely redesigned the pill bottle caps to a new push-and-turn design, with a larger bottle cap size, in addition to making changes to the carton.



### Community partnerships

TYLENOL is currently partnering with the National Urban League to help provide health and educational resources to local communities that are disproportionately impacted by high blood pressure. Additionally, TYLENOL is part of a three-year sponsorship with school nurses in charter schools to help address resource disparities in schools and low-income communities that impact long-term health.



## Supporting the elderly and people with disabilities

In Russia, Johnson & Johnson's Medical Devices team launched a program to address the limited involvement of seniors in physical and social activities and the low levels of awareness about the problems of unoperated hip fractures among seniors, in order to improve the trajectory of health for elderly and disabled people. The team partnered with The Joy of Senior Age charity foundation under the Federal Ministry of Labor and Social Protection and other government agencies to launch a Nordic Walking team competition among inhabitants of 11 nursing homes in six Russian regions. The objective was to increase physical and mental health for all participants. Similarly, our Russian Geriatric Fracture Program leveraged media and community outreach to build awareness and motivate elderly and disabled people to take greater responsibility for their health and prevent slips and falls. Through advocacy and engagement with State healthcare decision-makers, geriatric hip fracture treatment was offered as an obligatory surgical treatment within 48 hours at a federal level in Russia.

**“We all will reach a senior age at some point, and we will all be blessed if someone includes us into physical activities, giving us the possibility to live longer and healthier.”**

Anna Spunde, Project Lead and Global Communications & Public Affairs Specialist, Johnson & Johnson

As underrepresented populations are increasingly included in clinical research, data sharing will help to ensure that the learnings gathered are factored more into developing medicines, resulting in better treatment options for all. Our actions include:

### Overcoming systemic obstacles

- Johnson & Johnson aims to connect potential Black and Brown trial participants to clinical research and accessible clinical study materials so they will have more insight into how comprehensive scientific research can yield better health outcomes.

**“We will continue increasing access, awareness, and trust among underserved and underrepresented populations, and changing our culture and behaviors to embed approaches in all of our studies to increase enrollment of diverse populations in clinical trials. At some point in our lives, just about all of us will be a patient, as will our family members and those we love. It is our commitment at Johnson & Johnson to help all people in those moments to be empowered, to have a voice, and to choose whether to participate in clinical research.”**

Staci Hargraves, Vice President, Portfolio Management Global Development, and Executive Sponsor, Diversity & Inclusion in Clinical Trials, Janssen

- In addition to prioritizing diversity and inclusion among patient populations, Johnson & Johnson is currently studying gender-specific data across COVID-19, as well as within the HIV population through our GRACE (Gender, Race and Clinical Experience) trial, which is the largest trial to focus on women of color taking HIV drugs.
- A dedicated team at Johnson & Johnson, called CHILD, provides guidance to overcome challenges with pediatric trial design to better understand the safety and effectiveness of products in pediatric populations.

## Data sharing for greater inclusion

- By partnering with Yale School of Medicine and the Yale Open Data Access (YODA), Johnson & Johnson's Office of the Chief Medical Officer can help set best practices for clinical trial data sharing to improve health outcomes for the greatest number of people through an unbiased approach to assessing external research proposals.

- In order to meet the needs of the diverse population who use products developed by Johnson & Johnson Consumer Health, the Consumer Health R&D team utilizes a wide range of volunteers, varied skin types and multiple ethnicities in clinical and consumer studies to support ingredient and product innovation. The Consumer Health R&D team continues to evaluate how to drive a more purposeful multicultural strategy across all testing where possible.

## New platform for clinical trial inclusion

Following years of work and contributions by many from across the organization to advance the conversation, in 2019, Janssen Pharmaceutical launched an initiative called "Count Me In!" that aims to increase the diversity among clinical trial participants. Count Me In! is dedicated to raising the inclusion of historically underrepresented populations in Janssen clinical trials to more closely align with the population most affected by the disease of study



A key tool to drive the success of Count Me In! is our new internal website that provides information and resources for the scientific community across all business segments at Johnson & Johnson.

in the real world. Initial efforts are based on the U.S. population before expanding into other countries. The objectives are three-fold:

- **Culture:** Examining how we assess and modify our internal processes around clinical trial development, such as approach to site selection, preparation of protocols, etc.

- **Access:** Ensuring potential patients who are eligible for enrollment in our studies have access to clinical trial locations, and using this as a factor in site selection.
- **Awareness and trust:** Helping close the knowledge gap about clinical research in underrepresented communities through engaging in transparent discussions to address concerns about clinical research and provide a greater level of trust within our communities. Visit our new clinical trial education site, [Research Includes Me](#).

**Access to COVID-19 vaccines:** As we work to accelerate the development of a safe and effective vaccine, we believe it is important to provide access to a new vaccine worldwide, including for the most vulnerable populations.

Johnson & Johnson has been increasing manufacturing capacity to envisage providing more than one billion doses of a potential vaccine, and also preparing to deliver it on a not-for-profit basis for emergency pandemic use.

To learn more, see Johnson & Johnson’s Road to a Vaccine episode entitled: **“Why Racial Disparities in Healthcare Make COVID-19’s Impact Worse for Minorities.”**

## Strategic partnerships

Advancing better healthcare is rarely a single-company activity. In order to deliver solutions to healthcare challenges, we embrace a partnership approach and gain the benefits of diverse ideas, holistic understanding of needs, and innovative approaches to developing our response.

Johnson & Johnson strategically partners with national nonprofits, such as the National Urban League, UnidosUS, and other community organizations to advance education, awareness, and the design and execution of inclusive clinical trials—and also to develop healthcare solutions for diverse populations.

## Inclusive access to COVID-19 vaccines

In September 2020, we joined with 15 leading life-science companies and the Bill & Melinda Gates Foundation in signing a landmark Communiqué on Expanded Global Access commitment to ensure that people everywhere have access to the potential COVID-19 innovations under development at the signatory companies. As part of our commitment, we announced that Johnson & Johnson plans to allocate up to 500 million vaccine doses to lower-income countries. This follows our pledge at the start of the spread of the pandemic to bringing an affordable vaccine to the public on a not-for-profit basis for emergency pandemic use.

**“The COVID-19 pandemic continues to threaten communities worldwide and we have a responsibility to ensure access to our COVID-19 vaccine as soon as we can.”**

Paul Stoffels, M.D., Vice Chairman of the Executive Committee and Chief Scientific Officer, Johnson & Johnson



For example, our Janssen R&D team partnered with the Center for Information & Study on Clinical Research Participation (CISCRP) to launch the Contract Research Organization Diversity in Clinical Trial Collaborative with other industry partners. The objective was to change clinical trial best practices by moving the needle forward for diversity in clinical trials.

Similarly, we maintain several public-private partnerships that enable our teams to help change the paradigm for pediatric medical research in areas such as:

- Co-leading the development of connect4children—a large collaborative European network that aims to facilitate the development of new drugs and other therapies for children—in order to create a pan-European clinical trial network that will facilitate the conduct of pediatric clinical trials in the EU.
- Co-leading the creation of the Institute for Advanced Clinical Trials for Children that aims to ensure that healthcare for children is continually improved by enhancing the awareness, quality and support for pediatric clinical trials.

 NORTH AMERICA

### Better bones for African American seniors

In response to research showing that African Americans were less likely to consent to total joint replacement surgery than Caucasians, DePuy Synthes African Ancestry Leadership Council (AALC) partnered with marketing and patient engagement teams to sponsor a Bone & Joint Awareness Day.

The program was coordinated with Mind-Body-Soul Connection, LLC and promoted

through events for predominately African American seniors from churches and senior citizen centers in Indianapolis. More than 200 prospective African American osteoarthritis patients attended various Bone & Joint Awareness Day events with a surgeon from the DePuy Synthes Medical Affairs team in 2018 and 2019 to learn about the consequences of avoiding surgical treatments and the health benefits that can be achieved with surgery.

- Becoming founding members and ongoing collaborators of the International Neonatal Consortium, a global collaboration formed to forge a predictable regulatory path for evaluating the safety and effectiveness of therapies for neonates.

**Collaborating within the industry to raise the bar for all:** We actively participate in global healthcare industry forums that aim to raise the bar on supply chain responsibility, diversity and transparency by addressing systemic issues that no one company can solve alone.

A selection of our current partnerships that align with our DEI objectives includes:

**Global:**

- American Chamber of Commerce
- UNICEF
- World Economic Forum
- World Health Organization

**United States:**

- Advanced Medical Technology Association
- Business Roundtable
- DiversityInc.
- Healthcare Businesswomen's Association
- National Association of Manufacturing
- National Urban League
- Society of Black Academic Surgeons
- UnidosUS
- Women of Color in Pharma
- Working Mother Media

**Regional:**

- Asociación Colombiana de Contact Center (Colombia)
- Educafro (Brazil)
- Griffith University (Australia)
- Instituto Identities do Brasil (Brazil)
- National Diversity Awards (UK)
- Perspektiva (Russia)
- She Conquers (South Africa)
- Workplace Gender Equality Agency (Australia)



**Supporting the first Regional Gender Equality Index**

Johnson & Johnson Colombia partnered with Aequales, a gender equality consulting firm, to support the first Regional Gender Equality Index in Colombia. We are also a founding member of the Program of Alliances for Reconciliation (PAR) community, which shares best practices to advance equality. This partnership has allowed Johnson & Johnson Colombia to benchmark and improve our own policies and practices while also helping advance awareness and gender-inclusive workplace practices in the country. In 2019, Johnson & Johnson Colombia was named top of the PAR ranking in Colombia and fourth among more than 500 companies in the PAR ranking for Latin America.

## Improving Black maternal health outcomes

In the United States, the rate of maternal deaths for Black moms is up to four times the rate of their white counterparts. To address the maternal health crisis in the United States, congressional leaders have been fighting for critically important policies like 12-month postpartum Medicaid coverage, investments in rural maternal health, the promotion of a diverse perinatal workforce, and the implementation of implicit bias training. In March 2020, Johnson & Johnson was the only company to endorse the Black Maternal Health Momnibus Act of 2020 that aims to fill gaps in existing legislation to comprehensively address every dimension of the Black maternal health crisis.

Johnson & Johnson was a co-founding member of the Equitable Maternal Health Coalition, comprising dozens of groups including physician and nursing specialty organizations, maternal health advocacy organizations and public health leaders, which was created with the goal of uniting to advocate for the needs of America's Black expectant mothers.

## Advancing inclusive public policy

One of the most important ways we can help bring about meaningful social change is through collaboration with industry stakeholders and advocacy partners to help inform the policy changes that are needed to bring about more equitable healthcare. At Johnson & Johnson, we are committed to partnering with our stakeholders to promote critical DEI efforts across the healthcare landscape, nationally and around the world.

In 2020, we continued to advocate addressing racial health disparities, and worked to educate stakeholders on the facts and potential solutions with particular focus on maternal health and COVID-19-related disparities. For example, Johnson & Johnson sponsored the General Health & Wellness Session at the Congressional Black Caucus Foundation's Annual Legislative Conference on "The Realities of COVID-19 & State of Black Health."

**“With our global reach comes a great responsibility to leverage our deep scientific expertise and extensive partnerships, to foster unique, additional solutions to address racism and injustice. Alongside my 137,000 Johnson & Johnson colleagues around the world, we will never stop listening, mobilizing with urgency, and inspiring change with our partners to end the health inequities that have plagued underserved communities for far too long.”**

Macaya Douoguih, M.D., M.P.H., Head of Clinical Development and Medical Affairs in Janssen Vaccines and Prevention, a pharmaceutical company of Johnson & Johnson

The session featured our head of vaccine development, Dr. Macaya Douoguih, who joined a panel of experts to discuss the realities of COVID-19, the state of Black health, and what it takes to develop a safe and effective COVID-19 vaccine.

This fall, we also signed onto the Adult Vaccine Access Coalition letter to the U.S. Department of Health and Human Services and Operation Warp Speed, which outlines recommendations to ensure equitable distribution, access and utilization of forthcoming COVID vaccines, including investments in communication efforts and immunization infrastructure.

Johnson & Johnson is also actively engaged in racial equity and justice initiatives through several of our industry association partners. We are working with the Business Roundtable, the Healthcare Leadership Council and others in identifying potential solutions to improve key social determinants of health, from a policy perspective as well as a corporate citizen and employer

perspective. We also continue to work with our leading industry associations, including BIO, AdvaMed and PhRMA, on equity initiatives and diversity in clinical trials policy.

- **Business Roundtable (BRT):** An organization of CEOs of leading corporations, BRT is conducting a major effort focused on improving diversity and inclusion in Corporate America and achieving equitable healthcare for all Americans. Our CEO, Alex Gorsky, is a member of BRT's Special Committee on Racial Equity and Justice, which is working to address the systemic challenges impacting diverse racial and ethnic communities. Through Alex's chairmanship of BRT's Corporate Governance Committee and leadership of the DEI Working Group chaired by Wanda Hope, Johnson & Johnson is working to provide guidance and recommendations to the Special Committee on potential diversity and inclusion collective corporate commitments.

## Alliance for Diverse Abilities (ADA)

### **Mental health insurance in Singapore:**

ADA developed #imhere, an insights-led behavioral change program to build a culture where employees feel psychologically safe at work. By rallying cross-functional leaders around #imhere, and by providing a safe space for colleagues to share their own mental health stories, ADA opened minds to mental health conversations. In Singapore, ADA members partnered with our Global Health Services to incorporate mental health into our Employee Assistance Program, and with our Rewards team to review insurance provider offerings and develop a business case for mental health coverage. As a result, in 2019, employee health insurance for 1,400 employees at Johnson & Johnson in Singapore was expanded to include mental health—a major breakthrough for our colleagues in the country.



## Engaging in communities affected by COVID-19

In Singapore, our local team partnered with EMPACT to host a virtual pro bono Human Resources clinic where individuals were matched with a social enterprise facing new challenges in the wake of COVID-19. Several colleagues volunteered their time and skills to support these social enterprises through some of the most difficult times they had experienced. Lisa Tay, a Johnson & Johnson employee in Asia Pacific, was matched with Infinite Transports, a transport company helping former offenders find their footing in life by providing them with a stable job, leadership opportunities and a sense of duty and responsibility.

**“I was very humbled working with Jabez Koh (company founder and an ex-offender). He was able to use his time fruitfully to pursue his education and achieve his dream of building a business with a social purpose.”**

Lisa Tay, Head of Human Resources, Asia Pacific, Johnson & Johnson

This fall, he led the development of the diversity and inclusion recommendations, calling on companies to voluntarily disclose key diversity metrics in the workforce and leadership ranks, and to conduct regular pay equity reviews. He also has an active role in the healthcare subcommittee, which advanced advocacy and policy recommendations around COVID-19 and its impacts on communities of color, social determinants of health, healthcare coverage and utilization, and implicit bias in healthcare.

**“We are very active in trying to help shape better government policy in the area of maternal health. We have consistently weighed in to support the maternal health community’s appropriations priorities and numerous pieces of legislation that aim to address this crisis.”**

Michael Sneed, Executive Vice President, Global Corporate Affairs & Chief Communication Officer, Johnson & Johnson, at a Congressional Black Caucus Foundation panel discussion titled “Black America: The Double Pandemic”

- **The Biotechnology Innovation Organization (BIO):** BIO has launched a national effort in collaboration with its partners and member organizations in the biotechnology sector that aims to counteract the systemic inequality, injustice, and unfair treatment of underserved communities. The three pillars of their BIOEquality Agenda are: 1) promoting health equity, including ensuring access to vaccines and therapeutics for the uninsured and underrepresented populations; 2) investing in the current and next generation of scientists; and 3) expanding opportunity for women and other underrepresented populations.

## Leading in supplier diversity

Johnson & Johnson companies have long recognized that small and diverse suppliers play an important role in the success of our businesses. Our Credo-based program, driving societal impact through our suppliers, continues to deliver value. Now in its third decade, we continue to celebrate the successes of our Supplier Diversity & Inclusion program while continuing to seek additional opportunities for inclusive sourcing and relationships with a range of diverse suppliers.

Our global Supplier Diversity & Inclusion program aims to ensure that businesses with diverse ownership, control and operations may become valued partners and grow with Johnson & Johnson. In fact, we maintain a strategic enterprise Health for Humanity 2020 goal to consistently achieve benchmark addressable spend with U.S. diverse suppliers and small suppliers, and to double the number

of countries with established supplier diversity and inclusion programs. Addressable spend refers to products and services that procurement teams can negotiate with suppliers to meet business goals.

In 2019, to advance toward this goal, we expanded our supplier diversity and inclusion programs to three additional countries (France, Indonesia and Singapore) for a total of 17 countries against the baseline of six.

During 2019, in the United States, we expanded our focus on sourcing and developing minority-owned firms for the supply chain. We have more than 400 minority-owned suppliers that provide over US\$870 million in goods and services. Our activities included:

- We increased our sponsorship with the United States Hispanic Chamber of Commerce, by whom our Johnson & Johnson Organization for Leadership and Achievement Employee Resource Group was



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

recognized as a leading ERG the prior year, and strengthened our overall relationship.

- Johnson & Johnson also sponsored a key supplier of food and cafeteria services to participate in the National Minority Supplier Development Council's prestigious Corporate Plus program, which provided the supplier with advanced training opportunities and exposure to other major companies.

## The Supplier Diversity & Inclusion program of the Johnson & Johnson companies was established to meet the following objectives

- 1 Using our “big” for good:**  
To support the communities in which we live and work through wealth and job creation
- 2 Driving inclusion:**  
To reflect the diversity of the consumers and patients who benefit from our products
- 3 Upholding our value:**  
To respond to the requirements of our customers who expect the Johnson & Johnson Family of Companies to share their values
- 4 Partnering for purpose:**  
To partner with superior, small and diverse firms, and advocacy groups that can provide value to our businesses and throughout our supply chain

- We continued to serve as a major sponsor and corporate member of the Diverse Manufacturing Supply Chain Alliance, where we sponsor diverse firms to participate in their groundbreaking Supplier Development program, and also actively engage in industry working groups to drive standard practices across peer companies.

**Spending for impact:** In 2020, in the face of the global pandemic and events relating to racial injustice in the United States, there was an unprecedented opportunity to increase the representation of small and diverse suppliers across our supply base. Johnson & Johnson became a sponsor of the **National Minority Supplier Development Council** “In This Together” campaign, which was launched to provide financial and programming resources to minority-owned businesses, and served as Co-Chair Sponsor for its 2020 annual conference.

In 2020, Johnson & Johnson expanded the Buy Diverse eMarketplace platform, which was piloted in the United States in 2018, into the United Kingdom and South Africa. The goal of Buy Diverse is to drive increased visibility of the presence and capabilities of diverse suppliers with our business stakeholders who buy goods and services on behalf of Johnson & Johnson. Buy Diverse has been instrumental in increasing in spend with diverse and small suppliers over the past three years.

In 2019, Johnson & Johnson in the United States:\*

**US\$1.6 billion**

Total diverse supplier spending, representing 11% of total supplier spend attributable to diverse suppliers

**US\$2.6 billion**

Total small supplier spending, representing 18% of total supplier spend attributable to small suppliers

\* Spend we have control over / addressable spend; includes products and services that procurement teams can negotiate with suppliers to meet business goals.

### Partnerships for supplier diversity

We partner across all our businesses and functions to embed all dimensions of DEI in our day-to-day working processes. We value and appreciate longstanding relationships with partners who share our values and priorities, so that we can tackle the world's toughest health challenges together.

Our business leaders hold Board seats in a number of advocacy organizations focused on supporting diverse suppliers and small businesses, and our colleagues engage as sponsors, speakers and panelists for industry and advocacy organization events.

We also take a collaborative approach within our industry and markets as we believe that a collective effort to support small and diverse businesses holds benefits for all.

For example, in 2019, we hosted the first R&D Procurement Supplier Diversity Peer Ideation Event to enhance collaboration with small and diverse

suppliers. Representatives of nine of our pharmaceutical company peers, pharmaceutical industry associations and supplier partners joined our R&D procurement team to generate ideas on ways to increase our collaboration efforts with small and diverse suppliers. Together, we are taking forward some practical ideas and evaluating others.

**Connecting with social enterprises in the United Kingdom:** We are one of seven founding partners of the Buy Social Corporate Challenge in the UK, an initiative to promote the use of social enterprises in corporate supply chains. Since its launch we have worked with over 40 social enterprises, creating job opportunities for those facing barriers to work.

# Looking ahead

The events of the past few months have stimulated an important global conversation around DEI, social justice and systemic inequalities. The unjustified killings of Black people occurring while we navigate a pandemic that has disproportionately affected ethnically diverse communities has led to a groundswell of public support for companies to take meaningful action to create a more just and equal world. Our longstanding commitment to DEI and our mission to profoundly change the trajectory of human health enable us to create sustainable change.

We will continue to:

- Build a workforce that reflects the communities we serve by strengthening competencies and accountability, and by reimagining how we hire, develop and retain talent.

- Enhance our inclusive culture by building on our foundational understanding of unconscious bias with conscious inclusion to help people become more purposefully inclusive in their actions.
- Deepen the connection between DEI, our strategic partnerships and our business to drive better outcomes for the patients, consumers and customers we serve.
- Focus on Belonging as an outcome, underscoring that it's not just about diversity in numbers or opportunity to contribute—it's about really feeling part of our Company, our community and our society, and having the confidence to make a difference. We will get better at defining, encouraging and measuring Belonging.

## **An increased commitment to racial and social justice**

The year 2020 will be remembered as a pivotal year. We are in a new world in which we all need to reset our goals, objectives and priorities. COVID-19, the stark realization of systemic racial and social injustices and inequities, the impact of these issues on healthcare, the immediate global mobilization of aid efforts for our first responders and communities, the instant restructure of the workplace, and the importance of technology to carry us through—all of these are just some of the ways 2020 has challenged us to be bolder and more innovative. Because, for Johnson & Johnson, some things will not change. Our Credo, already thriving in our hearts and minds for more than 75 years, guides us to remain firm in our commitment to delivery every day for our patients, customers and consumers.

We recognize that we have a critical opportunity to expand and accelerate our commitment and momentum with diversity, equity and inclusion by addressing racial and social injustices by promoting health equity for racially and ethnically diverse communities in a much more pronounced way.

We recently announced our **Race to Health Equity platform**, which reinforces and conveys the urgency to address systemic racial and social injustice. Our platform centers around a bold aspiration to help eradicate racial and social injustice as a public health threat by eliminating health inequities.

We are prioritizing areas that will enable us to take meaningful, deliberate and thoughtful actions to:

- Create a world-class diverse and inclusive culture that better understands the patients and consumers we serve;

- Deploy our resources and expertise to support culturally competent and equitable healthcare solutions and increase health worker representation for diverse communities; and
- Forge partnerships and alliances that address racial and social health determinants, including health inequities.

We are confident our Race to Health Equity platform will help us evolve our capabilities, sharpen our strategic focus and ensure that good health is within reach of everyone, everywhere. It will also help us shape, change and improve the healthcare landscape.

**“Our 130+ year history in healthcare, science and technology gives us access to a global network that we will activate and inspire to join us in influencing systemic change that positively impacts the quality of healthcare for Black people and other communities of color.”**

Michael Sneed, Executive Vice President, Global Corporate Affairs & Chief Communication Officer, Johnson & Johnson

# Awards and recognitions

 <p><b>2020 and 2019 Human Rights Campaign</b> 100% Corporate Equality Index for 15 years Best Place to Work for LGBTQ Equality</p>	 <p><b>Forbes 2020</b> 2nd consecutive year as a Best Employer for Diversity</p>	 <p><b>NAFE Top Companies for Executive Women in 2019 and 2020</b></p>
 <p><b>DiversityInc</b> 2020 and 2019 Hall of Fame Company for Diversity &amp; Inclusion</p>	 <p><b>Diversity Best Practices</b> 2019 Leading Inclusion Index member 2020 Top 10 Inclusion Index Member</p>	 <p><b>2019 Top 10 Working Mother 100 Best Companies</b> 34th consecutive year as a 100 Best Company for Working Mothers</p>
 <p><b>Hispanic Association on Corporate Responsibility</b> 5-Star Company</p>	 <p><b>Equileap's</b> 2019 Gender Equality Global Report and Ranking Top 100 Companies</p>	 <p><b>Swiss LGBTI Label</b></p>
 <p><b>Par 2019 Gender Equality Ranking</b> #4 Latin America #1 Colombia</p>	 <p><b>2020: 100% in Disability Equality Index</b> <b>2019: Best Places to Work for People with Disabilities</b></p>	 <p><b>Seal of Diversity</b></p>
<p><b>Latina Style</b> #3 in 2019 and #4 in 2020 of the Top 50 Companies for Latinas</p>	 <p><b>2019 and 2020 Working Mother Best Companies for Multicultural Women</b></p>	 <p><b>2019 Working Mother Best Companies for Dads</b></p>



## Diversity, Equity & Inclusion Impact Review

*Johnson & Johnson*

**Contact us:**

[DiversityandInclusion@its.jnj.com](mailto:DiversityandInclusion@its.jnj.com)

One Johnson & Johnson Plaza  
New Brunswick, New Jersey 08933

[YouBelong.jnj.com](http://YouBelong.jnj.com)  
[jnj.com](http://jnj.com)