

We All Belong

2023 Diversity, Equity & Inclusion Impact Review



Johnson & Johnson

Welcome

Rooted in Our Credo, the values of diversity, equity and inclusion (DEI) fuel our pursuit to create a healthier, more equitable world. DEI has been part of our culture for more than a century.

Our strong foundation in DEI enables us to continue to listen and take bold action to meet new challenges that impact our business. We continually assess our DEI strategies and programs and evolve to meet the needs of our stakeholders. Our strategic approach empowers our more than 130,000 employees to make Johnson & Johnson a place where **we all belong**.

We believe that creating an organization—and a global society—where people feel they belong allows us to solve the biggest healthcare issues of today.

Our Credo

We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to provide value, reduce our costs and maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our business partners must have an opportunity to make a fair profit.

We are responsible to our employees who work with us throughout the world. We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and recognize their merit. They must have a sense of security, fulfillment and purpose in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must support the health and well-being of our employees and help them fulfill their family and other personal responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must help people be healthier by supporting better access and care in more places around the world. We must be good citizens – support good works and charities, better health and education, and bear our fair share of taxes. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed, investments made for the future and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.

Johnson&Johnson

About this review

This fifth annual **We All Belong: DEI Impact Review** highlights the stories of our J&J colleagues and partners advancing DEI across our organization and in our markets. We demonstrate the connection between DEI and innovation, and the resulting benefits for our patients, customers, employees and communities. Our DEI vision, mission and strategy underpin everything we do across our global organization, making DEI how we work every day.

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

In November 2021, the Company announced its intention to separate the Company’s Consumer Health business into a new, publicly traded company, now called Kenvue. The separation of Kenvue was completed in 2023, and all information and data relating to Kenvue are not part of this Review.

We welcome queries or comments on the content in this Review at DiversityandInclusion@its.jnj.com.



A note from the CEO

At Johnson & Johnson, DEI is a business imperative. Our diverse, global workforce, and culture of belonging, accelerate innovation so that we can tackle the world's toughest health challenges.

In a dynamic world, our strong foundation in DEI enables us to advance our business and meet the needs of all those who count on us.

Our annual **We All Belong: DEI Impact Review** brings together a collection of DEI best practices from across Johnson & Johnson, illustrated through data and stories from around the world.

I'm proud of what our teams accomplished in 2023. In response to our



most recent Credo survey, 85% of employees agreed that “J&J provides an inclusive work environment where each employee is considered as an individual.” When our employees show up as their authentic selves and are empowered to advocate for themselves and their communities, our potential for success is even greater.

We believe in the power of equity to shape a better business environment and healthier world. Since 2020, Our Race to Health Equity has reached 4.5 million people of color in the United States (U.S.), through community-led programs to provide vital health services and information. In doing so, we are helping to close the racial health gap and advance more equitable access to healthcare.

We are also helping shape the future of clinical trials by ensuring they are more diverse, inclusive and equitable. This helps us to better understand and meet the needs of the diverse communities we serve. In the U.S., we spent \$3.9 billion with Tier 1 diverse and small business suppliers, and we continued to drive our supplier diversity program globally, with a presence in 20 countries.

Our DEI impact would not be possible without the shared commitment of Johnson & Johnson colleagues. Together we are shaping a future where equitable opportunities and good health are within reach for the people who count on us every day.

A handwritten signature in black ink that reads "Joaquin Duato". The signature is written in a cursive style.

Joaquin Duato
Chairman and Chief Executive Officer



Joaquin Duato, Chairman of the Board and Chief Executive Officer, takes a photo with employees during a company event at J&J World Headquarters in New Brunswick, NJ



Joaquin Duato, Chairman and Chief Executive Officer, engages with employees during a tour of a Johnson & Johnson research lab

A note from the CDEIO

Rooted in Our Credo, the values of DEI fuel our pursuit to create a healthier, more equitable world.

2023 was an exciting year for Johnson & Johnson. We celebrated the 80th anniversary of Our Credo, which states that “we must provide an inclusive work environment where we respect the dignity and diversity of each individual and recognize their merit.”

The data and stories from colleagues in this report exemplify our steadfast commitment to DEI, which **continues to be as important today as ever before**. Guided by our global DEI strategy, I am proud to share a few of our successes over the past year.



We continue to cultivate a workforce of individuals with diverse backgrounds, cultures, abilities and perspectives. Our Access-Ability Disability Recruitment & Support Program for accessing talent with disability exemplifies our vision and mission to create a holistic, inclusive and enabling environment for talent with Diverse Abilities.

We're accelerating our global culture of inclusion where every individual belongs. We launched our DEI Maturity Model, a first-of-its-kind tool, designed to optimize business outcomes through DEI at a local level. We piloted the tool in five countries, which allowed us to tailor our DEI strategy to country-specific needs.

We're driving innovation and growth to serve markets around the world. Through our JLABS global incubator network, we have invested in early-stage innovators, including **48 women-led teams** and **36 teams led by people of color**.

We're determined to advance health equity for all. As of 2023, **\$80 million has been invested** cumulatively through Our Race to Health Equity, providing vital health services and information to people of color in the U.S. Together, these efforts have provided vital health services and information to **4.5 million people of color** and trained and supported **600,000 healthcare professionals** to enable more culturally conscious care.

Thank you to Johnson & Johnson colleagues and partners around the world who made this impact possible.

Together, we are advancing the power of DEI to help solve the world's most pressing healthcare challenges.

A handwritten signature in black ink that reads "Wanda B. Hope". The signature is fluid and cursive.

Wanda Bryant Hope
Chief Diversity, Equity & Inclusion Officer



Wanda Bryant Hope, Chief Diversity Equity & Inclusion Officer meets with a colleague at Johnson & Johnson Headquarters in New Brunswick, NJ



Wanda Bryant Hope, Chief Diversity Equity & Inclusion Officer takes a tour of Johnson & Johnson's Powerhouse Museum in New Brunswick, NJ

Johnson & Johnson's DEI milestones

1886 to 1944



The Company is founded in 1886; **eight of the first 14 employees are women.***

In 1898, we begin the Company's policy of holding a position and paying the salary for **employees on active-duty service in the military.**



The **first female scientist** is hired in 1908. Eight out of 36 department supervisors are women.*



Amidst the Great Depression, General Robert Wood Johnson advocates for 30- to 40-hour work week; offers a **5% wage increase** in 1933.**



Our Credo is drafted in 1943, outlining our commitments, values and how we must operate responsibly.*



For a more detailed look at Johnson & Johnson's DEI milestones, [click here](#)

1945 to 1969

In 1945, we **prioritize the hiring of wounded WWII veterans with service disabilities**, a group finding it difficult to find employment after their military service. The Company's policy is said in 1945 to be the most generous policy of its kind in the industry.

In 1963, our **leaders meet with Dr. Martin Luther King, Jr.** at the Company's headquarters in New Brunswick, NJ. One of the topics they discuss is increasing the hiring of Black/African American employees.

We become a partner to U.S. President Johnson's 1964 Plans for Progress dedicated to **elimination of employment discrimination.***

In 1969, among other recruitment activities, we **recruit at 21 HBCUs** (Historically Black Colleges and Universities) and **establish co-op programs with three HBCUs.** With the company's support, five of our employees in Chicago run an in-house volunteer employment bank that matches African American college graduates with jobs throughout American business.

1970 to 2010



Nancy Lane, in 1976, became the **first female and first Black/African American Vice President.***



Global Bridge to Employment program geared towards high school students in **underserved communities** launches in 1992.*



Employee benefit plans in 2003 include **same sex partners.**

"Gender Identity and Expression" is added in 2005 to our non-discrimination policy. Benefit Plans expand in 2009 to include **transgender employees.**

2011 to 2018



We join the **Billion Dollar Roundtable** in 2011, spending at least US \$1 billion annually with certified minority- and women-owned businesses.



We launch **WiSTEM²D initiative** (Women in Science, Technology, Math, Manufacturing and Design) in 2015.



The first **Inclusion Index** becomes part of annual Our Voice Employee Survey in 2017.

In 2017, we **launch our first global DEI strategy** that has enabled us to align our focus on DEI and embed a vision, mission and definition that resonated globally.



In 2018, we **update Our Credo to reinforce our commitment to DEI** with the words: "We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and recognize their merit."

2019 to 2023



In 2019, we launch the **Experienced Military Veteran Leadership Development Program** and the **Center for Health Worker Innovation** with a U.S. \$250 million commitment from Johnson & Johnson and Johnson & Johnson Foundation.



We are the **only company to endorse the Black Maternal Health Momnibus Act** and in 2020 we become a **co-founder of the Equitable Maternal Health Coalition.**



In 2020, we expand our efforts to **increase diversity in Clinical Trials** to help combat health inequities in underrepresented communities.

In 2022, the **Office of DEI refreshes our global strategy.**

In 2023, we pilot our **DEI Maturity Model Assessment tool** in **five countries**, providing analysis across **140 criteria** and **20 dimensions** of DEI.

*Image courtesy: Johnson & Johnson Archives;

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

2022-2023 DEI recognitions

Best place to work



Veterans



Disability



Gender



LGBTQIA+



Ethnicity/race



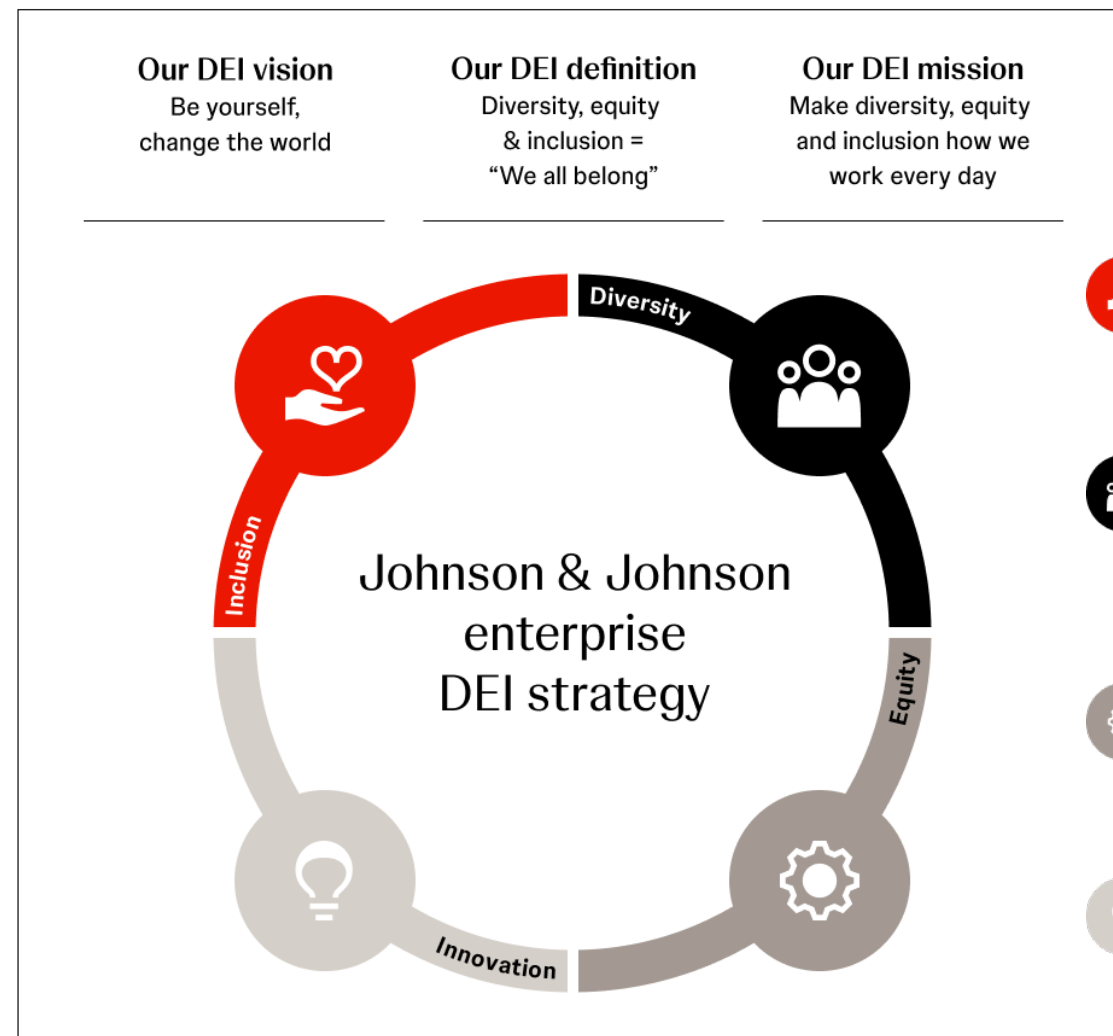
Specialty



Our DEI strategy

For more than 135 years, the values of diversity, equity and inclusion have been part of our culture at J&J and woven into how we do business every day. Our Credo outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people.

Our DEI strategy uses data and insights to inform our global priorities, accelerating innovation and maximizing impact for patients, employees and healthcare professionals.



Inclusion
Accelerate our global culture of inclusion where every individual belongs

Diversity
Build a workforce of individuals with diverse backgrounds, abilities, cultures and perspectives

Equity
Transform talent and business processes to achieve equitable opportunities for all

Innovation
Drive innovation and growth with our business to serve diverse markets around the world



Diversity

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



Equity

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



Inclusion

Inclusion is creating a deep sense of belonging, where each individual is valued, ideas are openly shared and this culture is advanced for everyone.

DEI aspirations

Advancing the SDGs

Our aspirational DEI goals aim to drive positive outcomes as envisioned by five of the 17 United Nations Sustainable Development Goals (SDGs).

[Learn more](#) →



In 2023, we re-evaluated our Health for Humanity aspirational diversity goals following the separation of our consumer health business and corresponding reduction of approximately 15% of our workforce. Given the change to our employee total, rather than evaluate our progress of Black/African Americans in Management as a percentage of growth, we have restated this aspirational goal as a percentage of our workforce, which is aligned with how we measure our other aspirational diversity goals. This method helps normalize hiring, turnover and acquisitions/divestitures and is also consistent with industry best practice.

[Learn more](#) →

Our aspirational DEI goals

Our aspirational goal: By 2025, achieve 50% of women in management positions globally.

Our results: As of the end of 2023, 49% of management positions globally were held by women.¹

On track



Our aspirational goal: By 2025, achieve 6.8% representation of Black and African American employees in management positions in the U.S.

Our results: As of the end of 2023, 6.5% of management positions globally were held by Black and African American employees.²

On track



In 2022, we achieved 36% ethnic/racial diversity in management positions within the U.S. In 2023, we improved our results by achieving 36.4% ethnic/racial diversity in management positions.¹

DEI at Johnson & Johnson is an integral element in supporting progress toward Our Purpose of profoundly changing the trajectory of health for humanity and is aligned with J&J's Environmental, Social and Governance (ESG) strategy. The ESG strategy helps J&J deliver enduring impact and create long-term value for our business and society, framing our ambitions, informing our actions and creating accountability for our vision of the future.

Measuring progress

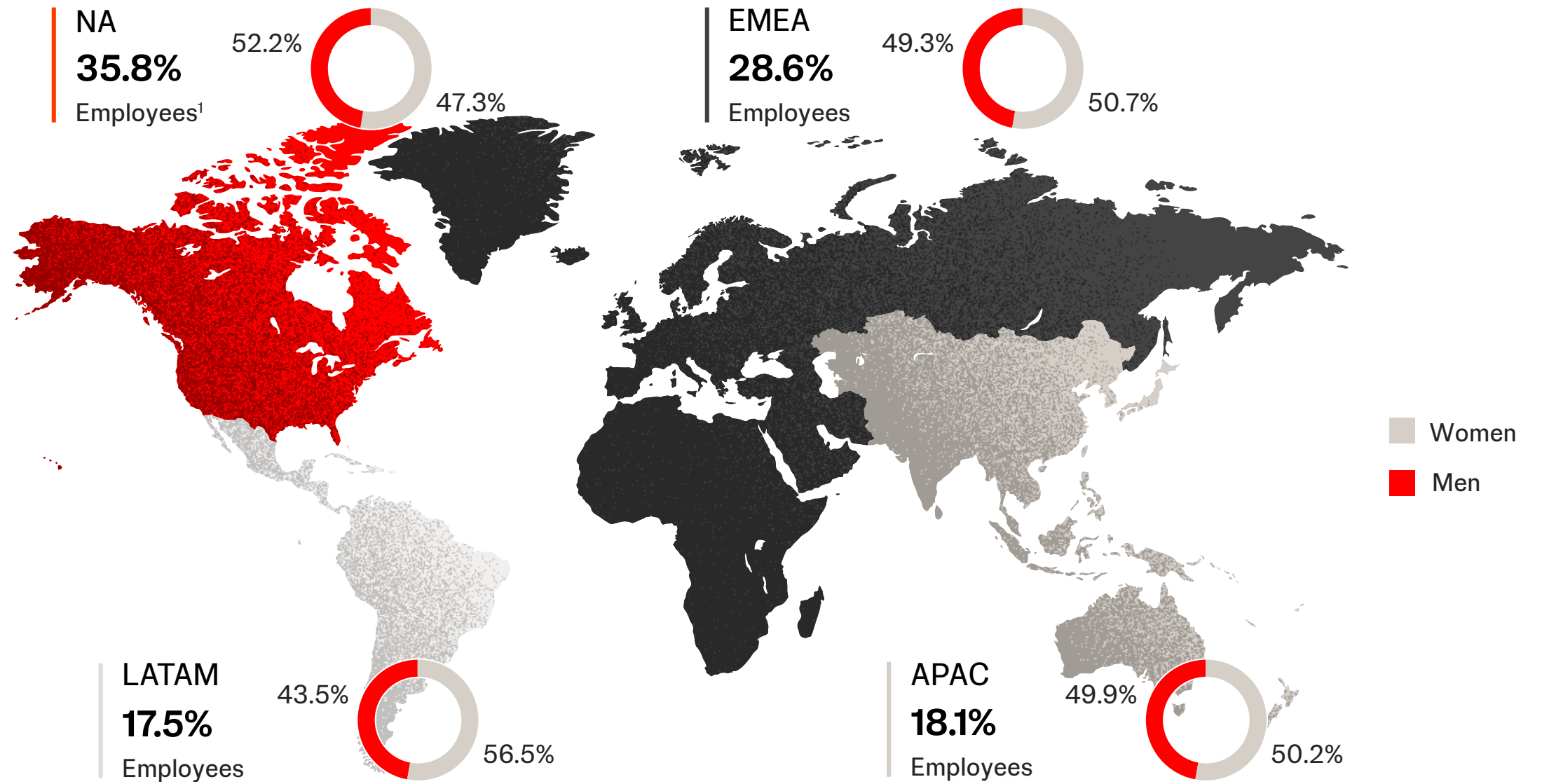
We track our progress in advancing DEI across the organization in several ways to ensure we can better meet the needs of employees, patients, customers and investors. The key ways we measure and disclose our progress include:

- **Annual Health for Humanity Report:** We report publicly and transparently on our progress against our aspirational DEI-related Health for Humanity Goals, together with a full set of performance data that are externally verified and assured.
- **Compliance and equal opportunity:** We have global policies and maintain strict vigilance regarding compliance with current and emerging laws and regulations governing employment and DEI-related matters.
- **Internal reporting:** We provide our leaders with talent development, inclusion and diversity metrics on a regular cadence so they can assess progress.
- **DEI leadership expectations:** J&J people leaders are responsible for developing diverse and inclusive teams and fostering a culture of belonging for all employees.
- **Listening to employee insights:** A subset of responses from our annual Our Credo survey is aggregated to form the Inclusion Index—a composite measure of how our people leaders are delivering a culture of inclusion. The Inclusion Index is part of our Vice President (VP) DEI status report and influences overall VP-level performance assessment.
- **Industry leadership:** Benchmarking our performance against industry peers is a reflection of the impact we make through DEI. We frequently receive awards for our DEI programs and achieve high rankings from multiple rating organizations (see section: [Awards and recognitions](#)).

¹ Management positions are defined as all positions M1+ across Johnson & Johnson business sectors and functional groups.

² Target has been updated to reflect population representation.

Johnson & Johnson's employees



¹ 0.5% declined to answer.

Values have been rounded to the nearest tenth. Due to rounding, the numbers presented do not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

Driving impact for patients and customers

We are shaping a future where equitable opportunities and good health are within reach for the people who count on us every day. We collaborate with companies, policymakers, and academic and advocacy organizations to advance healthcare. We use our platforms to increase awareness of disease states and culturally relevant healthcare approaches.



Close the racial health gap

At the heart of J&J's commitment to health equity is our desire to create a world where the color of your skin does not determine access to care, quality of care or health outcomes.

Launched in 2020, Our Race to Health Equity (ORTHE) is our multiyear, multimillion-dollar initiative focused on closing the racial health gap in the U.S. ORTHE aims to eradicate racial and social injustice as a public health threat by eliminating health inequities for people of color in the country.

[Learn more](#) →

With an investment of almost \$38 million, the ORTHE-led Business Matching Fund has supported more than 50 programs to date. J&J matches the dollar amount each J&J business unit invests in initiatives to advance health equity in the U.S., benefiting organizations that are moving the needle on health equity. We also launched and continued several programs in 2023 to help remove barriers to care, advance diversity in medical education and support health equity initiatives, as shown in the following examples.

Impact in 2023

4.5 million
people of color reached through ORTHE programs

600,000
healthcare professionals reached through culturally conscious training and capacity building

\$80 million
invested cumulatively by the end of 2023 in programs that have provided vital health services and information to people of color



Support community health

Our My Health Can't Wait initiative supports community wellness events in cities across the U.S., aiming to meet people of color where they are and empowering them with the information and resources they need to inform their health journeys. In 2023, we expanded access to vital health information and support for patients and caregivers in underserved communities through wellness events led by local organizations and online through MyHealthCantWait.com.



Impact in 2023

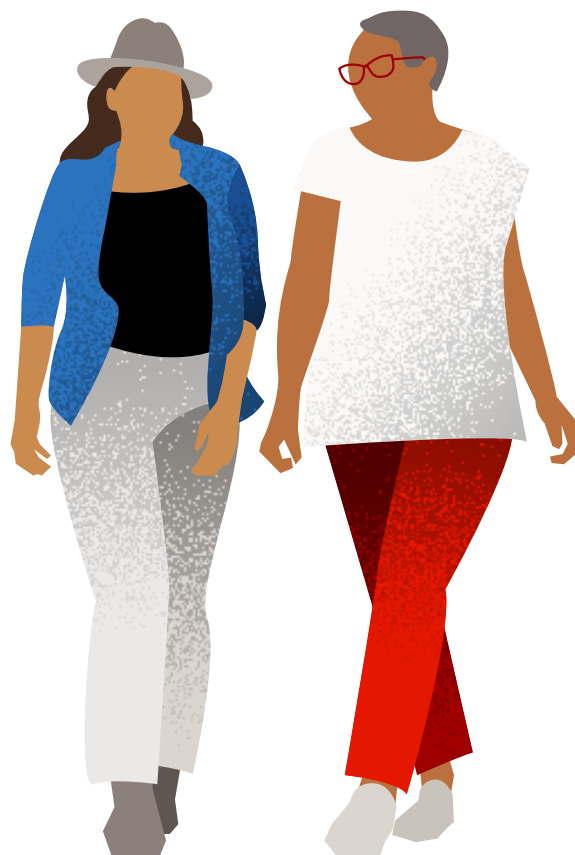
35,000
health education materials distributed

100,000
people reached through community organizations at 25 events in 19 cities across the U.S.

16,000
health screenings provided by local healthcare companies

Walk with equity

We are continuing our mission to help Black Americans get the care they deserve and avoid the needless, devastating loss of a limb. Black Americans with peripheral artery disease (PAD) have up to four times higher risk of amputation than white Americans.³ Save Legs, Change Lives is our multiyear initiative to address the hidden threat of PAD-related amputation.



Based on information from our PAD Health Equity Assessment Tracker, a tool that helps identify communities in the U.S. at increased risk of PAD-related amputation, we prioritized education in higher-risk communities and promoted early detection of PAD with free screenings at 68 events nationwide. During the year, we engaged with congressional leaders on the reintroduction of the Amputation Reduction and Compassion Act—a bipartisan bill that would require Medicare and Medicaid to fully cover screening tests for beneficiaries deemed to be at high risk for PAD.

[Learn more →](#)

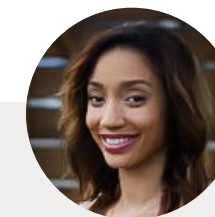
Breathe better

Lung cancer disproportionately impacts Black and Asian American, Native Hawaiian and Pacific Islander (AANHPI) communities, historically underserved populations facing barriers to early detection. Members of the Black community are 21% less likely to survive five years with lung cancer compared to white Americans.⁴ In 2023, we launched initiatives to help eliminate health disparities for AANHPI and Black patients.

Our efforts included:

- Partnering with LUNGevity, a lung cancer-focused nonprofit, and the Asian & Pacific Islander American Health Forum, to develop and disseminate educational resources in several languages created for and by AANHPI communities;
- Hosting two advisory boards convening AANHPI oncologists to explore approaches in the clinic for treating AANHPI patients with non-small cell lung cancer;
- Launching BeLUNG Here, a digital advocacy program to equip AANHPI and Black individuals to become online advocates, empowering participants to share their stories and speak up for better care.

[Learn more →](#)



It matters to me

Nichelle Stigger, BeLUNG Advocate and Lung Cancer Survivor

What's your story?

“I had felt dizzy and faint and went to the ER. My blood tests looked normal, but an X-ray showed a pulmonary nodule. I insisted on a PET scan but the doctors were not concerned as I was young (aged 32) and suggested a wait-and-see approach. However, after six months, the nodule had grown, which meant it could be cancer.”

How did you feel about that?

“I was so angry. To go from hearing an enthusiastic, ‘It’s nothing!’ to a somber, ‘You need surgery immediately’ is disorienting.”

Then what?

“I underwent laparoscopic surgery to remove the mass in my lung and was subsequently diagnosed with non-small cell lung cancer. Fortunately, the surgery removed the cancer, and I did not need chemotherapy. Once the cancer was out of my body, I was relieved. But like most cancer survivors will tell you, there’s always a feeling of underlying anxiety.”

What now?

“I want everyone to realize that it’s possible to get lung cancer even if you don’t fit the criteria. It doesn’t matter what age you are or if you’ve ever smoked or not. And early detection is everything. Listen to your instincts and keep looking until you find a healthcare team that takes your concerns seriously, listens to you and believes you.”

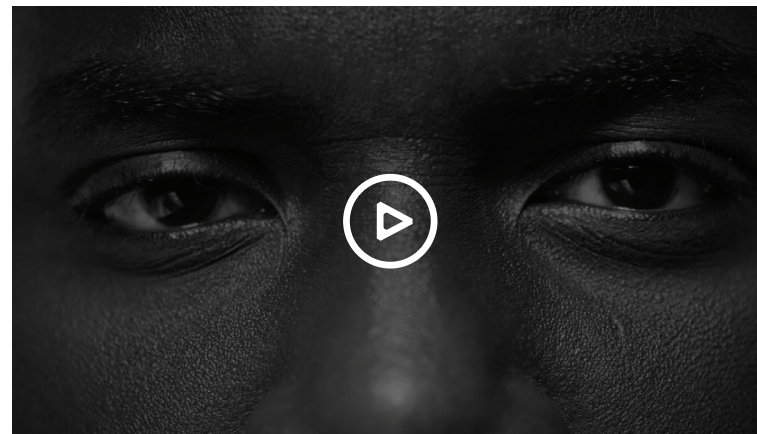
³ National Heart, Lung, and Blood Institute, “Facts About Peripheral Artery Disease (for P.A.D.) for African Americans,” https://www.nhlbi.nih.gov/files/docs/public/heart/pad_extfactsheet_aa_508.pdf, accessed March 2024.

⁴ American Cancer Society, https://www.acs4ccc.org/wp-content/uploads/2021/07/Facts-On-Our-Fight-Cancer-Disparities-in-the-Black-Community_FINAL_05.21.2021.pdf, accessed March 2024.

Talk that talk

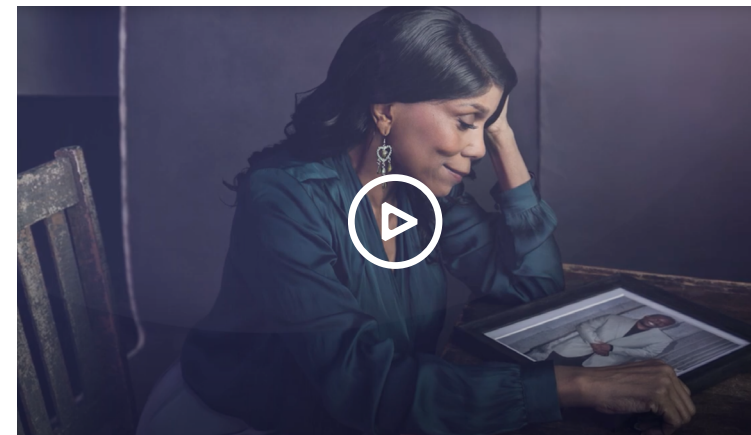
Prostate cancer disproportionately affects Black men.⁵ Launched in July 2021, Talk That Talk® is a multi-year, educational platform designed to inspire Black men with what they need to be proactive about their prostate health. This platform helps equip Black men and the communities that support them with inclusive resources to highlight prostate cancer risk awareness, normalize conversations about prostate cancer and drive the early screening, detection and timely treatment of this disease. In 2023, we developed three webinars partnering with Black influencers, health care providers and the advocacy organization, the Balm in Gilead, reaching 200+ attendees. Additionally, our tailored resources have been disseminated at 30+ community events throughout the U.S., including My Health Can't Wait, and in key markets such as Atlanta, GA; Jackson, MS; Columbus, Cleveland and Youngstown, OH; New Orleans, LA; and Los Angeles, CA. We also engaged with key customers and professional associations such as the Large Urology Group Practice Association (LUGPAs) by sharing our resources and expertise to better support the diverse communities they serve.

[Learn more →](#)



Make a promise

We launched That's My Word in March 2023 to raise awareness of and help to drive better health outcomes for multiple myeloma among at-risk populations. The campaign seeks to encourage people who are disproportionately impacted by multiple myeloma to "Make a Promise" to learn more about the condition. By partnering with high-profile celebrities who are influential in the Black and African American communities, as well as patient advocates, That's My Word has created a movement through which more people can become aware of this disease and take action to create better health outcomes in the community. J&J committed to donating one dollar to the International Myeloma Foundation for each promise made through the campaign on social media channels.



Stephanie Hubbard, wife of Leonard "Hub" Hubbard, the original bassist of the hip hop band, The Roots, who was diagnosed with multiple myeloma at age 48, tells their story about why early detection is so important

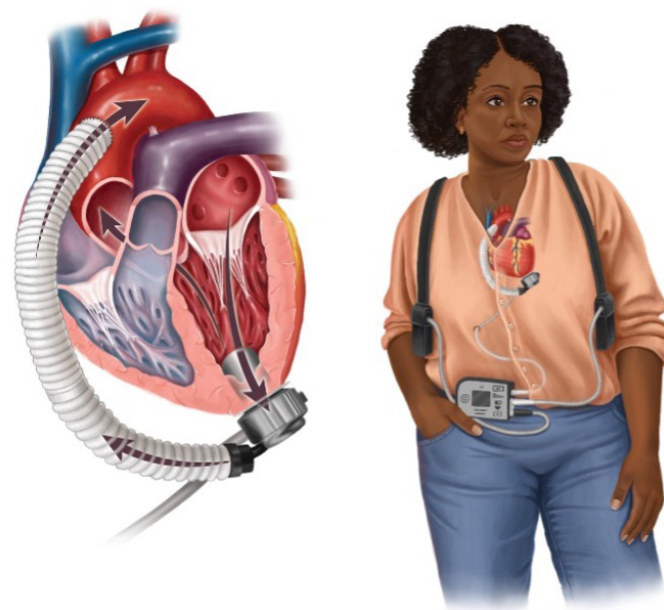


⁵ Cancer. 2022 Nov 1, <https://acsjournals.onlinelibrary.wiley.com/doi/10.1002/cncr.34433>, accessed March 2024.

Illustrate change

As founding partners and investors of Illustrate Change, we are advancing racial health equity in medical education by increasing the diversity represented in medical illustrations. Less than 5% of medical images show dark skin,⁶ and through a partnership with the Association of Medical Illustrators (AMI), Illustrate Change launched the AMI Diversity Fellowship to help expand a growing library of illustrations depicting people of color. These illustrations will better equip Healthcare Professionals (HCPs) with information needed to help patients feel seen and build a culture of inclusion in healthcare.

Additionally, through a collaboration with Columbia University, we are engaged with HCPs across the U.S. to test the impact of the Continuing Medical Education curriculum on recognition, identification and diagnostic skills as it relates to characterizing dermatologic diseases for both simple and complex presentations in persons of color.



Build knowledge

Many people of color with psoriatic disease⁷ face barriers to receiving equitable medical care, including delayed diagnosis, misdiagnosis and limited access to diagnostic testing. In 2020, Johnson & Johnson co-created Determi-Nation, a health movement, with patients, advocates, and healthcare providers to help develop tangible, long-term solutions to address these inequities. In 2023, Determi-Nation launched the following solutions:

- **Beyond the textbook:** Psoriatic Disease in People of Color: An HCP educational resource that includes images of how psoriatic disease presents on different skin tones, patient and expert perspectives and actionable insights for inclusive communication.
- **Patient navigation program with SUNY Downstate:** A program in partnership with SUNY Downstate Health Sciences University in Brooklyn, NY, which enlists medical students to serve as patient navigators, in partnership with medical fellows, to help 200 at-risk patients with psoriatic disease navigate appointments, fill prescriptions, secure lab tests, translate information from their doctors and manage concerns between appointments. Based on participant feedback and strong initial results, we are planning to provide institutions with a roadmap to replicate this care model.



It matters to me

Howard Chang, Ph.D., Determi-Nation Psoriasis Patient Advocate

Why did you become a patient advocate?

“Both of my parents have psoriasis. I’ve been on a 40-year journey with psoriasis and been part of Determi-Nation since the beginning as a patient advocate. In my family, I’ve seen how older Asian Americans can face obstacles, barriers and difficulties with their psoriasis diagnosis.”

What have you achieved?

“I’m proud to have contributed my patient perspective to a first-of-its-kind healthcare provider resource called Beyond the Textbook. This educates healthcare providers on how psoriatic disease presents in people of color and how to navigate conversations with people of color in culturally inclusive ways.”

What have you learned along the way?

“I’ve learned persistence, empathy, patience and the importance of advocating for others. Wellness and health are not only physical, but they are also holistic and communal. The burden of healthcare should not be on the patient with a chronic illness. The burden needs to be put back on the healthcare system so no one falls through the cracks. Determi-Nation helps to address this.”

⁶ Diversity of Skin Images in Medical Texts: Recommendations for Student Advocacy in Medical Education, Trisha Kaundinya and Roopal V Kundu, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8202324>, accessed February 2024.

⁷ Psoriatic disease refers to plaque psoriasis (PsO) and psoriatic arthritis (PsA).

Collaborate to advance health equity

At the core of our efforts to advance global health equity are multiple collaborations in different corners of the world with different communities and organizations. Our collaborative efforts aim to meet the needs of many diverse populations in achieving equitable access to healthcare.

Impact in 2023

More than **90,000**

healthcare workers supported through portfolio company programs

More than **3.4 million**

patients directly reached through portfolio company programs

Fund entrepreneurs

Through our J&J Foundation, we maintain a \$50 million impact investment fund, J&J Impact Ventures (JJIV) that supports companies and entrepreneurs innovating to improve health equity. Financial returns from successful portfolio companies are reinvested, enabling further expansion of the Fund's impact. 2023 was a year of significant investment activity, doubling the size of the JJIV portfolio to more than 20 investments, with the majority of these investments in low- and middle-income countries. In addition, the JJIV Accelerator provides early-stage support, often to underrepresented founders. In 2023, it offered training, mentorship and one-time grants to 32 companies, of which 50% were founded by women and 84% by people of color, reflecting a broad diversity of health equity focus areas.



It matters to me

Ashlee Wisdom, Health In Her HUE, a JJIV-Supported Company

What motivated you to start Health In Her HUE?

"I have experienced firsthand the pain that comes from constantly facing discrimination, indifference and dismissal in healthcare settings. It's isolating and discouraging, and countless other Black women have told me stories about feeling the same way. Health In Her HUE is empowering women of color to address these issues. We can heal and take control of our health together."

How are you growing your reach?

"I have tremendous appreciation for J&J Impact Ventures as a valued investor and partner, contributing to the growth and impact of Health In Her HUE. Specifically, the funding is supporting our plans to scale Care Squads and virtual consultations, reach new community members and further develop our platform."

Give voice to advocates

HealtheVoices, J&J's engagement platform for online health advocates, held its annual conference welcoming patient advocates, caregivers, healthcare professionals and J&J leaders for three days of learning, networking and sharing insights that will advance better health for all. More than 110 health advocates from dozens of health communities attended, with two-thirds identifying as advocates of color. Throughout the three-day event, J&J leaders held discussions on critical topics such as diversity in clinical trials, the importance of culturally competent care and health stigma. The conference generated more than 700 posts across social media channels, with an estimated reach of more than 2 million, amplifying the insights generated by HealtheVoices participants.



It matters to me

Monique Gore-Massy, Lupus, Autoimmune & Women's Health Advocate

How do events such as HealtheVoices help?

"My involvement with HealtheVoices has been nothing short of a continued ripple effect, bridging my livelihood and advocacy. It's not mere hyperbole, I haven't come across another online or in-person health community like HealtheVoices! The environment fosters access to insights and operations in spaces where patient voices like mine have often heavily been regulated. They've uniquely found a way to address symmetry across disease states, social identities and structural factors—all with an empowering patient-centric approach."

HealtheVoices allows each of us as healthcare stakeholders to be further educated about our diverse opinions and conditions. I've personally been blessed to hold space with, and also for, amazing humans who are passionate about how "better" is actualized across the healthcare ecosystem."

Support inclusive healthcare systems

Across J&J, we help bridge the gap of diversity and cultural representation across different aspects of healthcare, including through our marketing, our support for a more diverse healthcare workforce and through our advocacy in the policy-making environment.

Make culture relevant

At J&J Innovative Medicine, we strive to boost the cultural relevance of our marketing communications to reach patients in ways that are meaningful to them and would enhance their connection to healthcare for better access and outcomes.

We developed our Culturally Inclusive & Relevant (CIR) Marketing Capability Program with an aim to reach patients across North America through various media channels. The CIR program supports training and education of key business partners and collaborators, while building capabilities

through policies and approaches that empower marketing teams to infuse cultural content and diverse thought leadership into activation plans. For example, an early application of the CIR approach was our unbranded That's My Word campaign, created in partnership with the CIR agency Hero Collective to raise awareness of the risks and symptoms related to multiple myeloma (See section: [Close the Racial Health Gap](#)).

Build an inclusive medical profession

We believe that healthcare professionals with a range of experiences and backgrounds are better able to understand the needs of and engage effectively with patients. Equally, we are confident that an inclusive approach to encouraging students and scholars in science, technology, engineering and math (STEM) and medical fields will expand the range of skills available in the healthcare-related professions and build a pipeline of potential recruits for our company. We advance several initiatives both to encourage the uptake of STEM studies and medical professions, and to increase access to opportunities at J&J and in our industry. Read more about our internship programs in the section: [Build future scientific leaders](#).

Launched in 2023, our **STEM Scholars Program** in the UK aims to bridge the career development diversity gap in the UK, specifically for Black individuals. The program aims to break down barriers and create access to careers in STEM and life sciences for high-potential scholars. In August, 23 students graduated from Phase One and, in September,

we invited ten students to the London Center in partnership with the Aleto Foundation to launch Phase Two of the program.

J&J MedTech sponsored and participated in the **First Argentine Transgender Healthcare Congress in 2023**, exclusively designed to empower healthcare professionals to enhance the quality of patient care through comprehensive training, shared experiences and the integration of cutting-edge technologies. The congress was attended by 200 health professionals from different specialties who engaged in workshops and panel discussions, including a panel led by J&J MedTech on the voice of the patient in their journey through the healthcare system.

Make surgery inclusive

Since 2019, J&J MedTech partners with the Society of Black Academic Surgeons (SBAS) to provide training to surgical residents of color via the **Diverse Surgeons Initiative (DSI) 2.0** Program. Each year, SBAS selects residents to participate in DSI and join our national in-person training programs at the J&J Institute to receive supplemental surgical training at J&J. DSI 2.0 aims to provide surgical residents from underrepresented groups with the fundamental surgical skills to enable them to excel in their residencies and have a firm foundation when beginning a fellowship. In 2023, 52 surgical residents from 28 academic medical schools in the U.S. gained training through our **MedTech Future Leaders Program**.

J&J MedTech's **Women of Orthopaedics** team engaged more than 1,000 female orthopaedic surgeons worldwide through a range of inspiring industry events, partnerships with leading associations, and development of orthopaedic implants, instruments, and technology design.

The J&J MedTech **Women in Surgery Advisory Board Asia Pacific** was established to better understand the challenges faced by women surgeons in the region and understand how to better support them. Following a survey among women surgeons in the region, the Advisory Board has helped identify opportunities to create change through targeted actions at J&J. As a result, we are exploring how we can leverage our internal resources for mentorship, allyship and combating bias to share within the industry.

Impact in 2023

1,300

consultations with CIR marketing experts on including culturally relevant content in our marketing programs

10

cross-functional summits held within J&J across North America

More than 1,250

leaders at J&J and in our markets trained on CIR via summits, eLearning and lunch & learn events

Silver Impact Award

received in the 2023 Healthcare Marketing Impact Awards by Modern Healthcare and Ad Age for the That's My Word campaign

Increase diversity in eye care

Research⁸ has shown that ophthalmology has the lowest proportion of minority representation in comparison to other disciplines in residency programs in the U.S. To help level the playing field, J&J Innovative Medicine has funded the **Research to Prevent Blindness Medical Student Eye Research Fellowship**, which allows gifted students to take a year off from medical school and devote time to the pursuit of a research project. The program encourages individuals who identify as female and/or an under-represented minority to apply to bring much needed equity and diversity to the field of vision research. In 2023, Cherrell Price became the first Fellow to participate in this program and will attend Harvard Medical School Department of Ophthalmology for a one-year program to study retinitis pigmentosa treatments.



It matters to me

Cherrell Price, Morehouse School of Medicine, Research to Prevent Blindness Medical Student Eye Research Fellow

“Since beginning medical school, providing a service to those who are underserved or disadvantaged has always been at the core of my mission. On my journey into the field of ophthalmology, I was moved by the many challenges, and ultimately, the vision loss that patients with inherited retinal diseases (IRD) face. Although it’s a complex field with many roadblocks, I am a firm believer that the largest challenges provide the biggest reward, and I knew I wanted to contribute to the advancement of IRD knowledge and hopefully one day a genetic treatment.”

Engage with policymakers

J&J engages with external policy and advocacy partners at the U.S. state and federal level to demonstrate our strategic commitment to DEI in healthcare and support equitable policymaking. We often join events organized by public health entities, and governmental organizations at the federal and state levels to share in advancing a policy environment that supports innovation and health equity for our patients.

In 2023, in the U.S., J&J participated in the:

- **Asian Pacific American Institute for Congressional Studies (APAICS) Legislative Leadership Summit:** Pearl Pugh, President Neuroscience, J&J Innovative Medicine, amplified our advocacy for the passage of the Dr. Lorna Breen Health Care Provider Protection Act—the first legislation in the U.S. focused on improving mental health among healthcare workers.
- **Congressional Black Caucus Foundation (CBCF) Annual Legislative Conference:** J&J leaders discussed our efforts to increase health literacy within the Black community and the importance of economic parity for Black women and families. J&J also hosted a Health and Wellness Pavilion, providing vital health information and conducting Peripheral Artery Disease (PAD) health screenings among the thousands of attendees.
- **Congressional Hispanic Caucus Institute’s (CHCI) Annual Leadership Conference:** J&J supported a session on chronic autoimmune issues disproportionately impacting Latino communities.
- **National Conference of State Legislators (NCSL):** J&J joined the Women in Government Summit, where Dr. Avery Ince, Vice President of Medical Affairs for Cardiovascular and Metabolism for Innovative Medicine, focused on racial disparities in the clinical management of late-stage PAD.

While in Australia, we supported:

- **First Nations Voice to Parliament:** The 2023 referendum, driven by the Federal Government, proposed giving First Nations people a forum within Parliament, as well as constitutional recognition. J&J advocated for the Yes Campaign, becoming one of the first signatories of 125 health organizations to support a sector-wide

open letter to the Australian public, encouraging a Yes vote. As part of this initiative, J&J hosted several First Nations health workers to the J&J-sponsored annual event where the Health Minister delivers a breakdown of the health budget.

- **Nursing Scholarships Event at Parliament House:** Several Senators and Members of Parliament joined J&J and our partner, Australian College of Nursing, to celebrate the award of 21 Graduate Certificate nursing scholarships, several of which were identified for First Nations applicants.

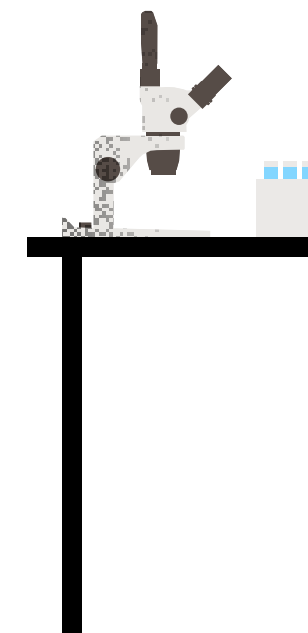


Sandy Waite, VP Global Innovative Medicine Communication and Public Affairs, and NJ Congresswoman Bonnie Watson Coleman at the 2023 Congressional Black Caucus Foundation’s Annual Legislative Conference.

⁸ According to a University of California, Davis study from 2019-2020, underrepresented minorities made up about 19% of medical school attendees but only 6.3% of ophthalmology residency programs.

Diversity in innovation

We are investing in the next generation of healthcare providers to help improve the patient experience, health outcomes and access to transformational treatments. Our approach to innovation addresses the diverse needs of our patients and customers. We leverage our expertise and leading-edge science and technologies to advance healthcare for all.



Make clinical trials for everyone

We are helping shape the future of clinical trials by ensuring they are more diverse, inclusive and equitable. Our global Diversity, Equity and Inclusion in Clinical Trials (DEICT) team works to embed DEI at every stage of the clinical trial process.

Adding patients of color to our clinical trial enrollment enables our innovation teams to create medicines that specifically target those disproportionately affected by the disease. We created a framework to define recruitment targets for underrepresented groups in prospective clinical trials using real-world data, national demographics and historical trial recruitment. After analyzing the data, we created DEI goals for 18 studies in immunology, cardiovascular and oncology fields that were about to start or were in active recruitment.

Include patients

We continue to leverage our **Research Includes Me** website that connects patients to current trials and partners with advocacy groups with an aim to boost diverse representation in clinical trials through diverse site selection and patient recruitment, as well as incorporating equity into end-to-end therapy and device design. In 2023, the Research Includes Me website was refreshed to include additional content and broaden its reach to LGBTQIA+ individuals, older adults and people who are pregnant, or may become pregnant, in addition to the original focus on Black & Brown communities. Supplementing the digital coverage, we reached thousands of patients with Research Includes Me mobile units, educating patients about clinical trials in several communities and at local healthcare events.

[Learn more](#) →

Recognize patients

We are committed to clinical studies that improve care for and recognize the needs of all patients. During 2023, the Open&Out (O&O) Employee Resource Group (ERG) drove a program to create new resources to improve our understanding of LGBTQIA+ health needs to mitigate their health risks. Approximately 20 dedicated doctors, scientists, clinical operations associates and activists were engaged to support J&J business teams in championing the unique healthcare needs of the LGBTQIA+ community.

This work contributed to a pioneering approach to clinical trial inclusion. Our LIBERTAS⁹ oncology clinical study, initiated in 2023, represents one of the first de-gendered and transgender-inclusive protocols in oncology as we aim to advance health equity for sexual and gender minorities. Through the LIBERTAS study, we hope to pioneer innovative clinical research that removes barriers and ensures inclusive representation in clinical studies.

Engage patients

J&J MedTech continues to engage **MedTech Color and MedTech Color Collaborative** to implement strategic initiatives to improve representation in clinical research, build a diverse clinical workforce, and drive innovation and growth to serve patients of diverse backgrounds. J&J MedTech participates on several committees shaping MedTech Color Collaborative's DEI activities in clinical trial research and product



Impact in 2023

At the end of 2023, 84% (31 of 37) actively recruiting studies were on track with their enrollment goals for diverse patients, as planned in their Diversity Action Plans. J&J was one of the first companies to submit Diversity Action Plans to the FDA, after draft guidance was published in 2022.

80%

of J&J clinical trials with diversity enrollment goals achieved their targets

26

diversity action plans across clinical trials in all therapeutic areas in trial proposals submitted to the FDA

development. For example, the Recruitment and Retention Subcommittee developed best practices resources on the recruitment and retention of minority patients and investigators for medical device clinical investigations while the Disease State Awareness Subcommittee launched the Heart-to-Heart Program to help remove structural barriers that lead to health disparities in the care and treatment of women of color.

⁹ LIBERTAS is a study of an Intermittent Androgen-Deprivation Therapy (ADT) Approach with Apalutamide Monotherapy in Participants with Metastatic Castration-Sensitive Prostate Cancer (mCSPC).

Champion healthcare innovators

Our dedicated team at Johnson & Johnson Innovation has a mission to unlock the best early-stage innovations that could transform health outcomes for patients, wherever they originate. We know that innovation takes a village and that the representation of different backgrounds, perspectives and experiences is essential for driving innovations that help us put patients first.

JLABS is our global incubator network that provides early-stage innovators with access to funding, resources, expertise and industry connections to accelerate the time it takes for life science and health technology innovations to reach patients. JLABS QuickFire Challenges are unique competitions that support innovators and entrepreneurs in finding potential health solutions for their communities. Awardees are provided financial support through a funding pool and access to the global JLABS network.

QuickFire challenges from 2023 that focused on health equity include:

- The Inflammatory Bowel Disease (IBD) QuickFire Challenge aimed at identifying data-driven research solutions that help better understand the manifestations of IBD and determinants of health disparities in underserved communities. This challenge awarded a total of \$250,000 in grant funding to the winning teams.

[Learn more](#) →

- The Bay Area Health Equity QuickFire Challenge aimed at identifying solutions that target oncological, immunological, neurological, and cardiovascular/metabolic diseases that adversely affect underserved populations. This challenge has a grant pool of \$100,000 in 2024.

Impact in 2023

48

QuickFire Challenge awardees and finalists were women-led teams

36

QuickFire Challenge awardees and finalists in 2023 were teams led by people of color

\$11.9 million

awards to 35 innovators (\$6 million more than in 2022)



It matters to me

Kevin Brown, Founder and CEO, Karneyium Health, IBD QuickFire Challenge Awardee, 2023

What is Karneyium Health?

“We want to help further the process of democratizing clinical trials in hospitals that are generally excluded from research opportunities. We’ve realized that a lot of communities of color really don’t understand what clinical research is and historically, it’s been something that they’re extremely uncomfortable with. The data that Karneyium Health gathers can be relayed back to clinical trial sponsors to help address some of those misunderstandings.”

How does JLABS support your progress?

“Because Johnson & Johnson is involved in so many clinical trials, they’re giving us a great arena to test our project and make sure that it’s superior for the people who are going to use it. I hope to have onboarded 25 to 50 community health systems and hospitals and 15 to 20 pharmaceutical companies by 2025.”

What’s your vision?

“As the technology surrounding clinical trials continues to advance, I see a world in the future where any community health system, rural healthcare center or nonacademic institution can take part in clinical trials. That won’t just even the playing field when it comes to accessing clinical trials, but the outcomes themselves.”

Caring for our people

Our mission is to make DEI how we work every day. This means creating and building an organizational culture of belonging where everyone feels welcome, safe, respected and able to express themselves freely. We value professional development and growth for our employees to continue making J&J an employer choice and a healthcare company of the future.



Build the culture

When we all belong, we deliver our best outcomes for our organization, our people and the patients and customers who rely on J&J every day.

Culture is made up of so many things—from the overarching strategic approach we take to embedding DEI throughout our enterprise, to the minute-to-minute actions, reactions and decisions we all take each day.

Drive DEI maturity

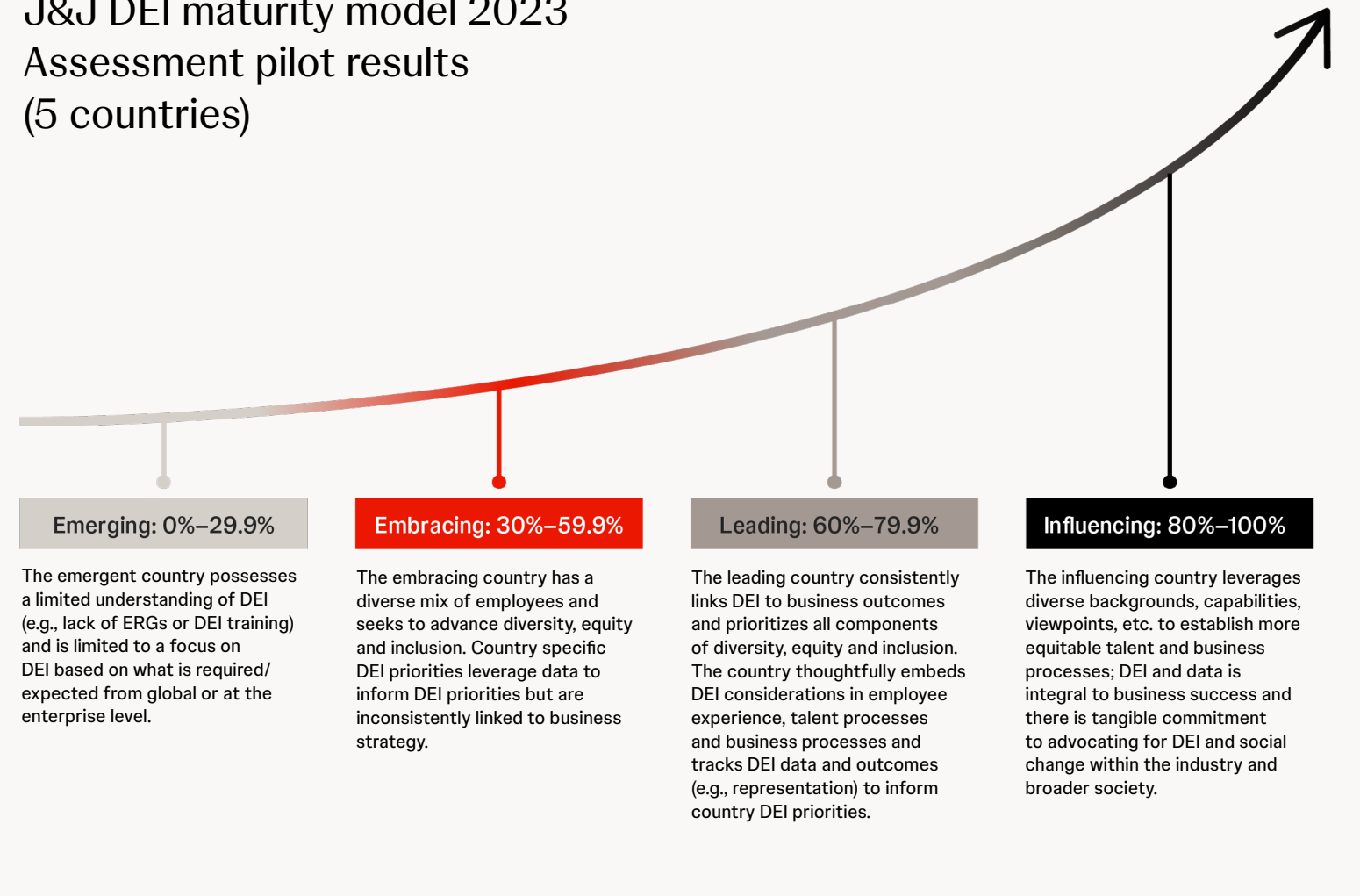
To ensure our J&J DEI Strategy is actionable around the world, in 2023, we developed our DEI Maturity Model Assessment Tool, to assess the state of DEI at the country level. Our program enables consistent implementation of key DEI programming, while being flexible enough to account for nuances rooted in local laws, cultures and practices.

The tool provides a detailed qualitative and quantitative analysis across 140 criteria and 20 dimensions of DEI in a given country. We completed a pilot assessment in five countries, engaging various teams, including ERG, business and human resources leaders. These insights allowed us to develop tailored approaches to drive DEI in each country.

“The DEI Maturity Model has allowed our MedTech business in Canada to create an action plan that lays out what to focus on in the short term and the long term—both internally for our employees and in the market. This roadmap has helped us identify where we can continue to build DEI into our business plans to deliver impact for our customers and patients, but also continue to be a DEI leader among our partners.”

James Brodie, General Manager, Johnson & Johnson MedTech Canada

J&J DEI maturity model 2023 Assessment pilot results (5 countries)



Knowing our people

Self-identification is an opportunity for employees to voluntarily provide information about diversity dimensions, such as their gender, race and disability status. Capturing accurate demographic data helps us continue our efforts to create an inclusive culture in which employees feel that they belong. Self-identifying enables J&J to better meet the needs of our employees and measure our progress in achieving a more diverse workforce. Additionally, J&J is a federal contractor with the U.S. Federal Government, and surveying employees ensures that we comply with government obligations.

Our global expansion of Self-ID consists of a standardized approach to aggregating and securing protected information, while also respecting regional, cultural, regulatory and legal conditions of each country. As of 2023, we now have Self-ID in seven countries and are planning further expansion in 2024.



It matters to me

Rob Tremi, Senior Director Payer Strategy and Therapy Access Marketing, Johnson & Johnson

What's good about Inclusion Dialogues?

"I've engaged in Inclusion Dialogues both as a participant and as a team leader. They have been a great opportunity to connect and speak openly around our opportunities, issues and collective ideas to amplify an inclusive culture where everyone's voice is heard, valued and addressed across our team."

Have the Dialogues impacted your daily work?

"Inclusion Dialogues reinforced my personal responsibility to set a daily example in bringing my whole self to the workplace and encouraging others to always do the same. The power of the Dialogues lies in showing up with unfiltered vulnerability and

Understanding our people

In 2023, our Innovative Medicine North America organization implemented Inclusion Dialogues as a tool to help leaders embed inclusion based on their teams' input. These team-level conversations result in a joint commitment to action and accountability for specific inclusive behaviors identified by the group. In 2023, dialogues were conducted by all Vice Presidents, 70% of Senior Directors and 56% of Directors. All leaders agreed to conducting a follow-up session within six months. Leaders committed to behaviors that would advance their team culture, ensure that employees feel heard and drive transparency in decision-making processes.

transparency to the conversations. Sharing personal experiences and perspectives about where we felt included and excluded helped identify commonalities and define what inclusion means to each of us individually and as a group."

Did you learn anything about yourself through Inclusion Dialogues?

"I learned a tremendous amount through these conversations. Most notably, personal feelings of gratitude, joy and affiliation are markers for me of a truly inclusive culture. Centering myself to find and experience these emotions daily has helped to set a personal foundation where I can be my best and help to bring out the best in others."

Connecting our people

In 2023, J&J Technology launched the Inclusive Digital Experience (IDE) program to create a programmatic and systematic inclusive digital program, ensuring all digital products are accessible for all while improving the experience for everyone. The IDE program aims:

- **To embody** the motto "design with not for" and using empathy as our superpower. Collaborating closely with Alliance for Diverse Abilities (ADA) ERG to pioneer how we test for accessibility internally through our Able Innovation Labs. The Labs' activities range from manual testing to community building, to driving awareness. Our efforts aim to ensure exceptional experiences for people with any type of disability: physical, mental, neurological, situational, and future-proofing experiences for us all.
- **To engage** in a proactive and holistic approach, working closely with DEI, ADA, Health & Well-being and essential product owners to address accessibility by uniting diverse abilities and needs.
- **To build** experiences with accessibility from the start: The IDE hub is a place for teams to understand how to get started and offers guidance, coaching, resources, checklists and toolkits for their teams. The inclusive digital experience hub will showcase the progress of digital teams and their journey to make their products accessible.
- **To inspire** curiosity and ownership for product owners and their teams to become accessibility champions and experts within J&J by accessing our Lunch & Learn series, attending learning sessions, reviewing featured case studies and becoming certified for digital accessibility in J&J Learn.

Since 2004, J&J has been a founding member and partner of Coqual, the global nonprofit think tank and advisory group that was founded to address bias and uncover barriers to advancement for underrepresented populations in the workplace. In 2023, J&J sponsored two of their studies:



Click on the cover images to learn more about the studies

Empowering our people

#IAmRemarkable is an external global initiative that strives to empower everyone to celebrate their achievements in the workplace and beyond. In 2023, our Women’s Leadership & Inclusion (WLI) ERG in EMEA launched #IAmRemarkable across the region within its WLI Advancement Academy. It complements existing tools and activities such as mentoring, answering a clear need from many employees. Taking part in an #IAmRemarkable workshop is the opportunity to develop confidence and skills at work and is the first step to becoming a facilitator to develop leadership training for others.



It matters to me

Aurélie Debaene, CoE Events Manager, P&RP Events, Johnson & Johnson Innovative Medicine

”IAmRemarkable was a great initiative to remind me of the importance of celebrating myself: knowing how to recognize my successes and having tips that encourage me to carry on doing it regularly.

This innovative session pushed me out of my comfort zone. It was sometimes a difficult exercise—we realized the difficulty of starting a sentence with “I’m remarkable because...”, but we encouraged each other to do so thanks to an atmosphere of caring and listening.

This workshop made me realize that I’m strong in certain areas and I dared to say it out loud. I was forced to realize that with routine, day-to-day life and a little bit of modesty, I’d forgotten what a strong woman I was!”

Engagement in 2023

22

J&J facilitators

863

employee participants

46

workshops



Supporting our people

Advancing allyship is a key area of focus at J&J MedTech — it is the “spark” that enables a culture of belonging that is critical to building an equitable and inclusive workplace. In the 2023 Spark Allyship series, our MedTech team engaged over 6,000 employees through quarterly live events focused on belonging, psychological safety and the business case for inclusion with on-demand learning modules to match topics discussed. We also equipped people leaders with resources to continue these conversations within their teams.

“The work that we’re doing at J&J MedTech is always striving for new discoveries and innovation to bring robust solutions to patients around the world. We get there by ensuring our workplace is safe for ideation, exploration and growth. Conversations with experts bring fresh perspectives to the table and add another layer of ‘scaffolding’ to how we’re building inclusive behaviors into the way we work every day.”

Nisha Johnson, President Wound Closure and Biosurgery, and Spark Allyship Panelist

As a founding member of the Aging Business Roundtable, J&J partners with Associate Professor Carol Ma of the Singapore University of Social Sciences to bring together experts from all sectors to address aging inclusion. The Longevity Framework developed by the Roundtable participants serves as a checklist for companies to develop their own custom framework for creating an age-inclusive workplace.

Attract and recruit

In line with our strategy to build a workforce of individuals with diverse backgrounds, abilities, cultures and perspectives, we employ a range of approaches to ensure our talent outreach is proactive, inclusive and welcoming.

While expanding access to talent through non-traditional and under-leveraged channels, we also take a deliberate approach to remove gender and racial bias through our recruiting processes. Consistent with our Code of Business Conduct, our employment and development decisions are strictly made on the basis of qualifications and skills, and not based on race, gender, ethnic status, age or any other demographic or protected status.

Recognizing the importance of top talent is the first step—but connecting with and attracting that talent takes a concerted effort within our organization as well as collaboration with external networks. For example, we partner with several talent organizations, such as A-kwadraat, Lime Connect, HBCU Connect and the Society for Advancing Chicanos & Native Americans in Science (SACNAS), to expand our network and access the top talent across various communities.

Impact in 2023

18,193

individuals hired globally of whom:
51% were women, 7.4% were aged over 50

Attract diverse abilities

Access Ability We are dedicated to accommodating the diverse needs of our workforce, aiming to create an inclusive environment where everyone can thrive. Access Ability matches the unique skills of neurodivergent, autistic and disabled individuals to open vacancies.

The Access Ability team partnered with specialized agencies in each country for targeted outreach to individuals with diverse abilities. To assist their development, new hires are matched with a Peer Partner to help them settle in comfortably to our organization and their new roles. We also launched an enterprise training initiative to integrate disability inclusion to our live and self-paced learning platforms. More than 200 employees and managers trained as part of our Insights & Understanding series in the second half of 2023 and all hiring managers must review our Inclusive Interviewing training before commencing recruitment.

Impact in 2023

46

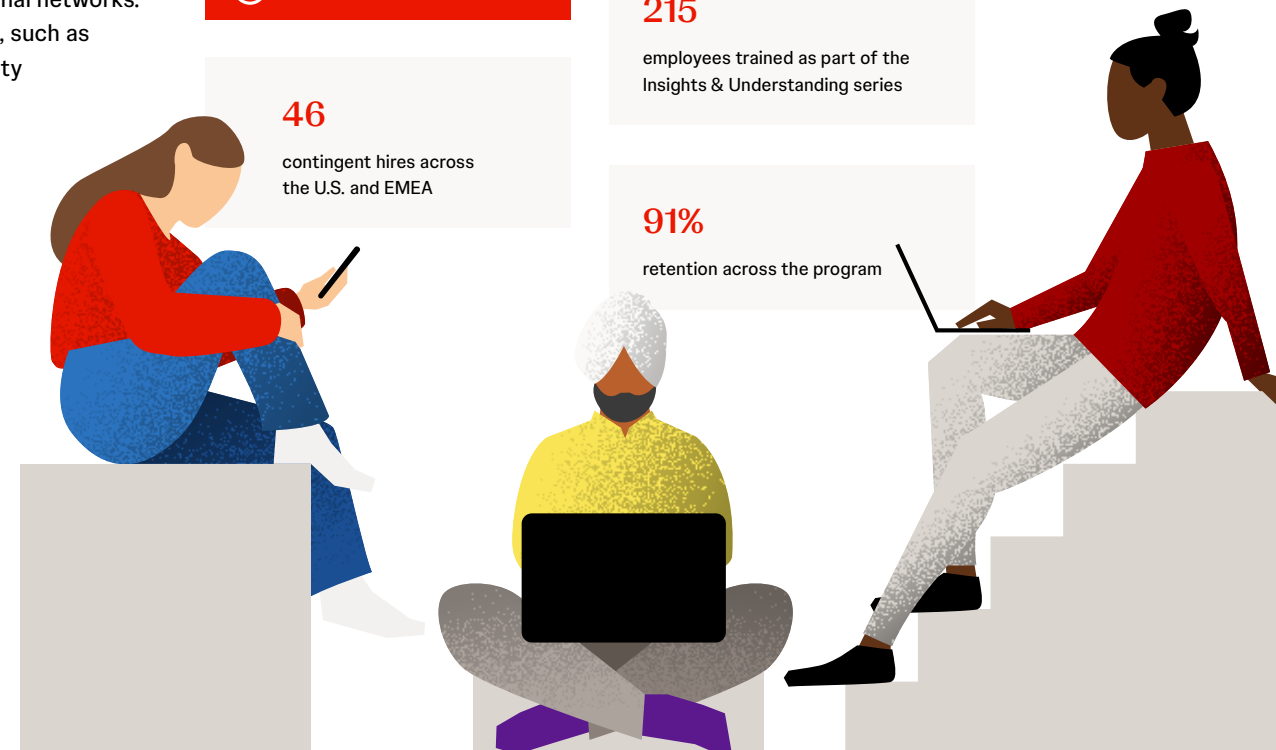
contingent hires across the U.S. and EMEA

215

employees trained as part of the Insights & Understanding series

91%

retention across the program



Build future scientific leaders

The future of science depends on a strong pipeline of scholars who can build successful careers in Innovative Medicine, MedTech and other medical professions to profoundly impact health for humanity. We are always ready to welcome young scientists to J&J and work across multiple channels to attract young people to science-based roles in our Company and in the industry. Our approach is inclusive, recognizing that the medical profession historically lacks inclusive representation. In 2023, we continued investing in programs to help create the next generation of future leaders in science:



SACNAS in the U.S. advances the representation of Chicanos/Hispanics and Native Americans in STEM fields.



HBCU Connect in the U.S. serves the needs of students, graduates and professionals affiliated with Historically Black Colleges and Universities (HBCUs) as a networking hub and resource center.



Lime Connect in the U.S. and Canada empowers individuals with disabilities to achieve their full potential and fosters inclusive workplaces.



A-kwadraat in Belgium helps individuals with an occupational disability grow more resilient and connects them to more challenging jobs.

Our **Global Oncology Summer Internship Program** supports early engagement of undergraduate and graduate students. Leveraging our engagement with diverse organizations to reach students, we provide 12-week internship opportunities that enable exposure to potential careers in the pharmaceutical and healthcare industries. Summer internships offer an inclusive and respectful environment supported by a strong, dedicated and diverse group of mentors. Our 2023 internship program received more than 4,000 applications from 664 schools globally; 36 internships were offered, of whom 81% were women and 78% were people of color.

J&J Technology LATAM Early in Career (EIC) programs are designed to offer early in career professionals the chance to develop critical skills in technology, particularly in software development. Two core programs, “1000 Devs – Talent for Good” and the “Johnson Endeavor Development Innovation” (JEDI) program, provide hands-on experience coupled with a comprehensive training curriculum and mentorship by J&J employees. A key focus is the digital transformation occurring in healthcare, where technological solutions are increasingly enhancing patient care. The programs serve as a springboard, preparing individuals to embark on STEM careers. In 2023, 150 young people from 20 states in Brazil were trained in software development tools through 1000 Devs, and three cohorts of JEDI participants undertook 500 hours of training supported by 50 J&J volunteer coaches.

“Being part of J&J’s Early in Career programs can change a person’s life. It changed mine. It opened up my perspective about life and what I could achieve in my professional journey. After eight years here, I still witness the same impact on our Early Career talents in LATAM. Their enthusiasm and passion when talking about J&J and their achievements demonstrate how J&J cares for the world, one person at a time.”

Giovanna Santos, Information Technology Lead, Johnson & Johnson Brazil



It matters to me

Justin Bromell, BS, 2023 Oncology Discovery Scientist Summer Intern; 2024 Graduate, Biology/Environmental Studies, Morehouse College; Incoming Vivien Thomas Ph.D. Scholar at The Johns Hopkins University

How did this internship influence your career path?

“I’m honored and grateful for the internship opportunity. I did not have industry experience prior to being an oncology discovery scientist intern in the Hematology group. My participation in the program further confirmed my career path to pursue a PhD and go into industry upon obtaining my degree.

I’m grateful to my J&J Innovative Medicine oncology internship mentors for providing me with much-needed mentorship and letters of recommendation throughout my application process and acceptance to the Vivien Thomas PhD Scholars program at The Johns Hopkins University.

I’d advise future oncology interns to be bold, network with that person in the hallway, follow up with lecture series presenters and coffee chat guests; and know that you belong here and were meant to be here.”

Recognize military talent

J&J has a long history of welcoming U.S. Armed Forces members and veterans, their families and spouses, and veteran caregivers. Alongside our appreciation for their service, we continue to value the unique leadership skills and experience military veterans and military spouses bring to our business. Our hiring efforts for military-connected talent include engagement with government bodies and veteran service organizations, and our veteran onboarding and development programs support transitioning to civilian life, work and career development. All individuals in our military-connected community are invited to join our active Veterans Leadership Council Employee Resource Group (ERG) (see section: [Join an ERG](#)).

The **Military Veteran Leadership Development Program (MLVD)** and other tailored veteran programs at J&J provide transitioning veterans with professional development and career opportunities.

In 2023, J&J hosted the first U.S. Chamber of Commerce **Hiring Our Heroes** initiative for a roundtable discussion bringing together leaders from our industry, the nonprofit community, federal and state governments to explore military-connected career pathways in the healthcare industry—the first time an industry-specific lens was applied to a working discussion on this topic. Several J&J leaders attended the roundtable and spoke at the event. For example, Tiffany Daugherty, our Head of Military Veterans Affairs, moderated a panel on the theme of “Why Military-Connected Talent is a Great Fit” for the healthcare industry.

Also, this year, J&J became a founding signatory to the 4+1 Commitment: **The Formula for Military Spouse Success**. This initiative is led by a partnership between two military nonprofits: Blue Star Families and Hiring Our Heroes of the U.S. Chamber of Commerce Foundation. The 4+1 Commitment is a novel nationwide effort to reduce the 21% unemployment rate among military spouses by facilitating hiring and supporting military spouses in the workplace.

Impact in 2023

4

directors joined our Experienced Military Veteran Leadership Development Program

8

interns transitioning from military service directly joined J&J through the Department of Defense SkillBridge program

6

managers joined our Military Veteran Leadership Development Program

95

information and recruiting events for the military community with J&J participation

10

sales associates joined the Veteran Sales Associate Program

“J&J is committed to being an employer-of-choice for the military-connected community and supporting our veterans and military spouses in their career needs. For me, it is a privilege to serve this population while also helping J&J advance our purpose. The military community has proven to be a strong contributor across our organization.”

Tiffany Daugherty, Head of Military Veterans Affairs, Johnson & Johnson



It matters to me

William Corley, Program Manager EIC Talent Program, Johnson & Johnson (HOH Corporate Fellowship Program Alumni)

“One of the things I loved about the Army was being part of something that was bigger than myself. Making sacrifices is never easy but when you understand the greater good it makes it manageable. I thought my transition to a civilian career would be difficult and finding an organization that checks the boxes on so many things the Army provides would be hard to find.

Along came Johnson & Johnson. As someone who is used to helping others and having a deep purpose, the healthcare industry was a natural fit. I was not sure about what positions would fit my skills and qualifications but was able to explore Johnson & Johnson through a Hiring Our Heroes Fellowship under the SkillBridge military connected talent pipeline program.

After my fellowship, I accepted a full-time position as Program Manager to lead a college hiring program. It really aligns to my passion for talent development and mentorship that I experienced as a leader in the Army. In my first year, I managed to make positive impact within the program leading multiple Early-In-Career Talent Programs. Working at a world-leading healthcare company and having an impact on Early-In-Career talent is truly a blessing.”

Train and develop

Awareness, learning and training are core to developing our culture of belonging. Our focus is two-fold: on the one hand, we aim to ensure all J&J employees understand why DEI is important and how they can support an equitable culture throughout the organization; on the other hand, we strive to create equitable access to learning, training and professional development opportunities for all our employees, with tailored programs where relevant.

We maintain a range of programs that advance DEI awareness and leadership capabilities. For example, our **Diverse Leadership Immersion Program (DLIP)** is a J&J Technology initiative that provides managers and directors with culturally relevant career and leadership development. Over a period of 6 months, participants engage in authentic, transparent and safe conversations to build a strong community and reinforce their sense of belonging while enhancing career development readiness. In 2023, the DLIP welcomed 30 participants and in a post-program survey, 92% agreed the program would help their career over the long term. 49 participants have completed the program in total, with outcomes supporting skill growth across multiple dimensions.



In 2023, we expanded **Conscious Inclusion** training to all people leaders, having launched training for all vice presidents and directors in 2022. We added two e-learning modules, one for people leaders and one for all employees, plus a discussion guide to equip learners with the tools and skills necessary to define and apply key habits for leading inclusively every day. In total, in 2022 and 2023, more than 90,000 employees completed Conscious Inclusion training across J&J.

Beyond Conscious Inclusion, across the enterprise, our **DEI Learning Channel** is a one-stop-shop for all DEI-related learning and supports employees in enhancing skills and capabilities on topics related to diversity, equity, inclusion and belonging. This dedicated channel, launched in 2023, offers learning and development content to help employees understand the importance of creating a culture of inclusion and utilizing the power of diversity to drive innovation.

The 2023 DLIP Cohort 2 graduating class is joined by the DLIP sponsors, co-leads and partners in the Powerhouse Museum in New Brunswick, NJ

Lead from the ground up

Much of our training and education on DEI matters are developed from the ground up by members of our various ERGs in different countries, based on actual needs across the organization. Examples of DEI activities in 2023 include:



In 2023, our WLI ERG maintained awareness of avoiding microaggressions in the workplace with the development and distribution of detailed microaggression training materials to complement the Microaggression Toolkit. More than 300 J&J employees from different teams and regions completed a “train-the-trainer” program to deliver this training across the organization.



HOLA in Switzerland created an innovative program to increase cultural understanding and empathy in the workplace as well as improve employees' integration to their local communities through language. The Language Tandem Program pairs up employees who wish to develop fluency in another language, to improve their communication business skills as well as to facilitate their integration into Swiss culture. The program offers 15 language opportunities and helps build networks across the organization in addition to language skills.



Open&Out launched an allyship training for leaders on challenges that members of the LGBTQIA+ community face in the APAC region, where markets have different levels of inclusion in national law for the LGBTQIA+ community. For example, same gender medical benefits, recognition of same-sex relationships etc.

Additionally, Open&Out in Switzerland created a glossary of LGBTQIA+ terms to further understanding of the community and empower employees with the vocabulary to express their allyship. To add impact, the glossary included original illustrations from artist Isabelle Valera. The artworks were later auctioned off to the worldwide J&J community, raising almost \$7,000 which was donated to LGBTQIA+ organizations.

Sponsor, mentor and build connections

J&J's **Enterprise Sponsorship Program (ESP)** offers sponsorship and career networking and growth opportunities for high-performing individuals. In 2023, 215 sponsees and 188 executive sponsors joined the program, with almost all sponsees and sponsors from the past two years remaining active. ESP allows for the development of key relationships with senior leaders to champion career mobility, enhance visibility and help build the sponsees' additional competencies.

In Ireland, we worked to increase the number of women in senior roles by designing a unique cross-functional **Mentoring Connections Program**. The program engaged a network of champions and advocates across the company working to build mutually beneficial partnerships. Led by our WLI ERG Ireland Chapter, the program focused on building professional development, increasing confidence, reflective thinking, sharing information and providing enhanced leadership skills. In 2023, the program engaged more than 500 participants, helping to create a new culture of mentoring and bridging between the J&J Innovative Medicine and J&J MedTech teams in an environment of collaboration, development, diversity and growth.

Additionally, in our finance leadership and management teams, we continued our program of Reverse Mentoring for the LGBTQIA+ community, led by our Open&Out ERG. Reverse Mentoring promotes more inclusive dialogue with senior leaders and their teams and helps shape the way senior leaders in Finance think about career development. For the LGBTQIA+ community in Finance, this program enhances leadership awareness of the challenges they face in the workplace.

Impact in 2023

12

new mentors, with a total of 25 mentors from senior finance and director levels

20

mentees from finance teams in all our regions

50%

of Chief Financial Officers globally trained in allyship



It matters to me

Ailish Nolan, Senior Communications Manager, Johnson & Johnson Ireland

Why did you join the Mentoring Connections Program?

"I rejoined J&J after being on maternity leave and decided to join the mentoring program as part of my reintegration into the business."

What impact did the Program have for you?

"My mentor opened my eyes to the scale of the network and the opportunities that exist within J&J. I think it's easy to get siloed within your own section of the business. I realized the value of connecting with people in my network on a regular basis and the opportunities that brings in terms of career progression and learning."

Would you recommend mentoring to other colleagues?

"I would highly recommend the program to anybody at any level. There's a wealth of knowledge among our peers, and to be matched with a great mentor, as I was, is something I'm very lucky to have been a part of."

Collaborate to develop people

Across J&J, different teams collaborate with external organizations to augment development and leadership skill opportunities. These collaborations enrich our learning and offer a broader range of possibilities to employees, often with a specific focus on DEI.

Our Women's Leadership & Inclusion (WLI) ERG maintains a strategic partnership with The Healthcare Businesswomen's Association (HBA), a global nonprofit comprising individuals and organizations in healthcare committed to achieving gender parity in leadership positions and enabling organizations to realize the full potential of women. J&J engages with HBA across the healthcare industry to enhance employees' careers through a global cross-healthcare industry platform.

In 2023, we significantly boosted our HBA membership, going from 300 members at the end of 2022 to 5,000 at the end of 2023. Members are encouraged to participate in many HBA educational and networking events held in different countries and regions or to take volunteering and leadership roles in HBA chapters. In addition, members in select locations are eligible to participate in the yearlong HBA Ambassador Program which helps individuals reach their greatest potential in the areas of personal and professional growth and leadership accountability while learning from external HBA advisors and J&J senior leadership sponsors.

Impact in 2023

960

J&J women and men have graduated from the HBA Ambassador year-long leadership program to date, aiding the development of early to mid-career employees. Of this total, 360 graduated in 2023.

5,000

HBA members across J&J, participating in 3,700 individual engagements across 308 events.

80

WLI members took on leadership roles in HBA chapters and boards globally, and 125 WLI members joined as mentors and mentees.



It matters to me

Ashton Jacoby, Manager, New Product Procurement, Johnson & Johnson

How has becoming an HBA Ambassador helped you?

“I have gained more confidence since becoming an Ambassador in 2021. I naturally developed a more self-directed mindset, finetuning skills such as networking and influencing without authority. I also became more comfortable with expressing new ideas more often.”

What other benefits have you experienced?

“I was initially interested in applying to the program to meet colleagues across various J&J departments with whom I may not typically interact on a day-to-day basis, and I walked away from the program with wonderful new relationships and perspectives. This continues in my role as a Global J&J HBA Ambassador Program Champion. Now in 2024, I have transitioned into the J&J HBA Corporate Relationship Co-Lead role, further driving leadership development and exposure across J&J.”

HOLA ERG’s collaboration with the **Hispanic Association on Corporate Responsibility (HACR)** enables us to offer development opportunities to HOLA members in a unique environment for professional growth. This partnership underscores J&J’s commitment to promoting Hispanic inclusion. Additionally, the collaboration provides an avenue for J&J to contribute and learn from HACR’s research on Hispanic inclusion via the Corporate Inclusion Index, which benchmarks DEI practices in participating U.S. companies.

In Belgium, J&J’s Innovative Medicine organization is a founding member of **Business Uniting Talents 2030 (BUT2030)**, an initiative of CSR Europe that brings together several of Belgium’s top employers to foster multicultural diversity and inclusion in our business and reduce barriers to employment opportunities for all. J&J signed BUT2030’s Ethnic Diversity Pledge, in which we committed to assess our current practices, develop action plans for improvement, monitor and report on our progress and share best practices. To support this commitment, J&J Innovative Medicine held eight outreach events in 2023 for recruitment and joined roundtables and other events to share experiences with industry organizations and academic partners.



The HACR Leadership Pipeline Program™ (LPP) is a conference for rising Hispanic leaders who want to position themselves for future executive leadership. As part of J&J’s HOLA ERG partnership with HACR, HOLA nominated 7 individuals (pictured here) to participate in the program



Kris Sterkens, Company Group Chairman, Johnson & Johnson EMEA, participated in a BUT2030 CEO event at the Royal Palace in Brussels. During this event King Philip held a round table discussion with CEOs of different companies, CSR Europe and sector federations to discuss the necessary efforts to invest in diversity within the labor market

Foster well-being

As part of our mission to make DEI how we work every day, we aim to create a workplace in which everyone feels they belong. This means ensuring our human resources policies and programs are designed in an inclusive way and that all employees have the opportunity to advance their own well-being.

J&J encourages employees across the globe to take control of their personal health and well-being and our benefits and programs help them do so. The focus is on flexibility and solutions that aim to meet the needs of all employees, whatever their circumstances. In 2023, we made significant improvements to employee well-being benefits.

We increased the **Global Well-Being Reimbursement (GWR)**, a sum that encourages employees to move more, eat healthy, recharge and prioritize their mental well-being in ways that fit their lives. The annual GWR increased from \$400¹⁰ to \$500 and we included additional healthy eating activities to our list of eligible reimbursement expenses. Employees have the freedom to choose the well-being activities best suited to their individual needs.



These enhancements continued J&J’s ongoing efforts to improve the value of our benefit offerings and acknowledge the interconnectedness of different well-being dimensions. The increase also aligns with our aim to be an industry leader in the delivery of solutions to existing and evolving employee well-being needs.

To reduce the stress and added worry of taking time away from work for critical moments, we introduced updates to our Global Paid Time Off Benefits. We want J&J employees to have the flexibility and peace of mind to take the time needed to care for a loved one, heal from a loss and give time to their community. The enhanced benefits are:

- **Caregiver Leave:** 10 days annually to care for an immediate family member with a critical illness or injury.
- **Bereavement Leave:** 30 days annually to heal from the loss of an immediate family member (5 days for other family members).
- **Volunteer Leave:** 4 days per calendar year to give time to volunteer with a qualifying organization or event.

The mental well-being of our employees is always top of mind at J&J, and we are committed to providing best-in-class mental health and well-being services to support employees and their loved ones in whatever comes their way: at home, at work and beyond. We understand that every employee is balancing their own professional and personal circumstances and that our support must also match that variety of unique needs. To help employees manage work and personal challenges, we enhanced our EAP and CARE Services (Employee Assistance Program - Confidential, Accessible, Responsive and Engaged) to improve support to employees and their families, giving them access to work-life support, therapy, counseling and on-demand, self-guided exercises that they can use at a time that works best for them. In 2023, we improved our mental health care offerings with vendors across 70 markets intersections of identity and preferences to meet the needs of our employees and their families.

In 2023, our ADA ERG hosted its first APAC region event under the theme of “A Conversation about Mental Health.” The event was used to elevate the conversation, normalize seeking help and raise awareness on the resources available through J&J to support employees. The event was attended by more than 430 employees across our markets in APAC.

Impact in 2023

Top Five

GWR enhancements was one of the top five items that engaged employees in our J&J News updates

73,000

eligible employees applied for and received GWR

\$27 million

was provided by J&J as reimbursement of employee expenses through GWR

¹⁰ Currency is USD (\$), adjusted to reflect relative cost of living, less appropriate taxes. Does not include Abiomed Germany, Armenia, Belarus, Belgium, Denmark, Finland, France, Georgia, Kazakhstan, Netherlands, Norway, Russia, South Korea, Sweden, Ukraine, and Venezuela.

Make networks work

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

Our Employee Resource Groups (ERGs) are voluntary, employee-led groups that focus on shared identities, affinities and experiences and are uniquely positioned to help drive better outcomes for our people, our patients, our communities and our business. ERGs are led by senior leaders, sponsored by J&J Executive Committee Members, and make a strong contribution to advancing all pillars of our DEI strategy.

ERGs in 2023

24,800

employees engaged across 12 ERGs

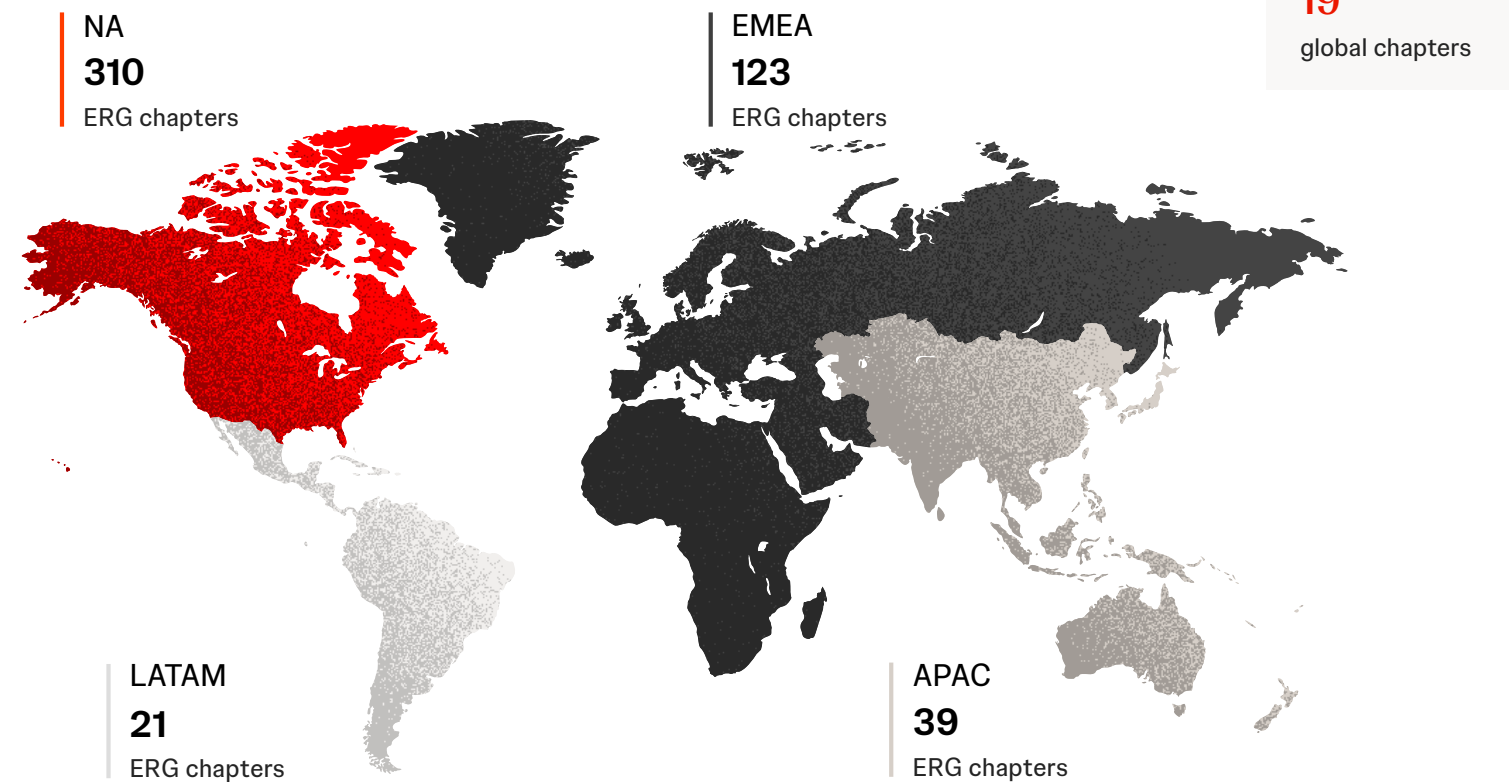
493

chapters globally across our 12 enterprise-wide ERGs

Join an ERG

In 2023, the ERGs continued to advance a host of unique initiatives, adding insight, experience and enthusiasm to the different dimensions of our DEI strategy, reinforcing our culture of belonging and contributing to a stronger J&J for all. Read on for a selection of ERG impacts in 2023.

ERG chapters by region



Impact in 2023

African Ancestry Leadership Council (AALC)



Leveling up

Launched an eight-part career training series called “Leveling-Up: Harnessing the Power in You” to provide all employees with professional development resources, including webinars.

45th MLK celebration

Sponsored in partnership with H.O.N.O.R. (Helping Our Neighbors with Our Resources) for employees and voices from the community who are following in Dr. King’s footsteps in creating a more fair and equitable society.

Black women’s health experience

Continued a global monthly discussion on specific health challenges that Black women experience to provide insights and inspire action across J&J.

Impact in 2023

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



Humans of AMENA

Introduced new program in this educational series, focusing on Pakistan, with women J&J leaders sharing their personal journeys, highlighting challenges and opportunities that come from the MENA heritage and value system.

Cultural competence training

Conducted for a large North America team working in the Kingdom of Saudi Arabia to foster effective communication, avoid cultural offenses, adapt to local work practices and enhance productivity.

R&D strategic opportunities

Evaluated to support J&J’s Gulf Cooperation Council teams in identifying ways to support business growth in the Arabian Peninsula.

Impact in 2023

Generation Now



Reverse mentoring program

Continued and evolved reverse mentoring to enhance our leadership pipeline and foster intergenerational relationships in 11 countries with 171 mentoring pairs.

Changemakers show

Hosted with India Changemakers and Taiwan Inspiring Generations teams to showcase diverse experiences in Medical Devices and the unique strategic insights generated by their work, with 1,500 participants.

Digital upskilling

Provided J&J leaders with training on new tools and technologies through the APAC Regional Master Intern Program.

Impact in 2023

Alliance for Diverse Abilities (ADA)



\$100,000+

Raised for Best Buddies, an organization dedicated to ending social, physical and economic isolation of 200 million people with intellectual and developmental disabilities.

Disability inclusion training

Launched six training modules for use with the Access Ability Talent Program and advised facilities on making campuses ADA compliant.

Disability:IN conference

Represented J&J at the global conference of this leading nonprofit for disability inclusion, with the ADA Leadership Team engaging to hear about best practices and showcase J&J’s programs.

Impact in 2023

Asian Society for Innovation and Achievement (ASIA)



Immersive learning experience

Provided insights and important perspectives to support J&J’s diversity training programs and create a culture of belonging.

Cultural fluency

Developed workshops covering the art of giving feedback through a cultural lens to drive inclusion for Asian employees; continued a mentoring program that supports Asian employees to succeed in the organization.

Lunar New Year

Held events at several locations to celebrate the Year of the Rabbit, fostering cultural connections and educating colleagues.

Impact in 2023

HOLA



Translating products

Provided translations for 50 Innovative Medicine products, including prescribing information, medication guides, instructions for use and patient package inserts.

Culturally inclusive marketing

Supported by HOLA advisory panel for six campaigns including key Innovative Medicine products, providing Hispanic & Latino insights on treatment approaches for different diseases.

Attracting Hispanic & Latino talent

Engaged widely with the Hispanic Alliance for Career Enhancement (HACE), including participation in the HACE Annual National Leadership Summit and sponsorship of J&J employees for different HACE leadership programs.

Impact in 2023

Nursing Alliance



J&J nursing mentorship program

Developed in partnership with the Foundation of the National Student Nurses Association, which pairs seasoned professional nurses with student nurses to help them successfully transition into full time nursing roles, with 53 nurses joining the program.

Nursing advisory council

Invited to participate in this newly formed body which aims to gather insights from across the U.S. to better understand the changing health system and market dynamics as well as provide feedback on current and future nursing programs.

National nurses month

Enterprise-wide event organized with more than 200 attendees to elevate and celebrate nurses and educated members on where nurses can further contribute to addressing pressing equity issues in healthcare.

Impact in 2023

Open&Out



Senior leader training on LGBTQIA+

Developed to raise awareness of the issues the LGBTQIA+ community faces to support greater inclusion and equity for employees in the EMEA region and launched guide to help LGBTQIA+ employees make decisions about potential international assignments in the APAC Region.

Transgender competency training

Hosted with the Transgender Training Institute in a 4-day event for R&D and DEI in Clinical Trials leaders. Developed global senior leader training on issues faced by the LGBTQIA+ community to support inclusion and equity for employees in our EMEA Region.

Transgender inclusive oncology clinical trial

Launched with Global Medical Affairs, one of the first clinical trials with a focus on transgender inclusion, to make prostate cancer trials more inclusive.

Impact in 2023

Pharmacists Network



PharmNet presentation deck

Created as a resource for use at pharmacy school outreach events, to support the professional positioning of J&J. Held several outreach events at Colleges of Pharmacy to introduce student pharmacists to opportunities within the pharmaceutical industry.

#YouStand ByUsAll

Continued to support the Pharmacists Gratitude Campaign with the American Pharmacists Association, American Society of Health-System Pharmacists and National Association of Chain Drug Stores to highlight the expanding role pharmacists play on the multidisciplinary healthcare team.

Webinar on career roles

Developed with the Industry Pharmacists Organization (IPHO) to highlight career roles for pharmacists in the industry.

Impact in 2023

South Asian professional Network Association (SAPNA)



Leadership & talent development workshops

Hosted to help build foundational skills for 250 members ready to transition to management level and become effective leaders.

International yoga day

Led a four-part series nationwide providing breathwork, meditation and yoga for physical and mental well-being with more than 100 participants.

Bone marrow registry

Continued partnership with the German Bone Marrow Donor organization to help increase South Asian representation in the Bone Marrow Registry.

Impact in 2023

Veterans Leadership Council (VLC)



Workforce Opportunity Services (WOS)

Broadened collaboration with this nonprofit that provides entry-level pathways for veterans by expanding our upskilling program to J&J Vision in Jacksonville, with 27 veterans in the program.

Mentoring program

Mentored 100 veterans, through a year-long program with the American Corporate Partners mentoring collaboration, to assist them on their path towards long-term careers in the private sector.

Innovation and supplier spend

Supported innovation with the Veterans Lead QuickFire Challenge Series which awarded \$1 million in grants to entrepreneurs and supported spend with Veteran and disabled Veteran-owned suppliers in the U.S., achieving \$259 million spend with these suppliers.

Impact in 2023

Women's Leadership & Inclusion (WLI)



Healthcare Businesswomen's Association (HBA)

Strengthened collaboration with HBA, increasing J&J global membership to 5,000 and co-sponsored three HBA events in different regions on inclusive decision making and the power of networking.

WLI Advancement Academy

Launched to support J&J women in building skills critical to personal and professional growth and continued mentoring programs that impacted 1,600+ employees globally, including launch of "Mentoring Walks" in Argentina, Chile, Peru, Ecuador and Uruguay.

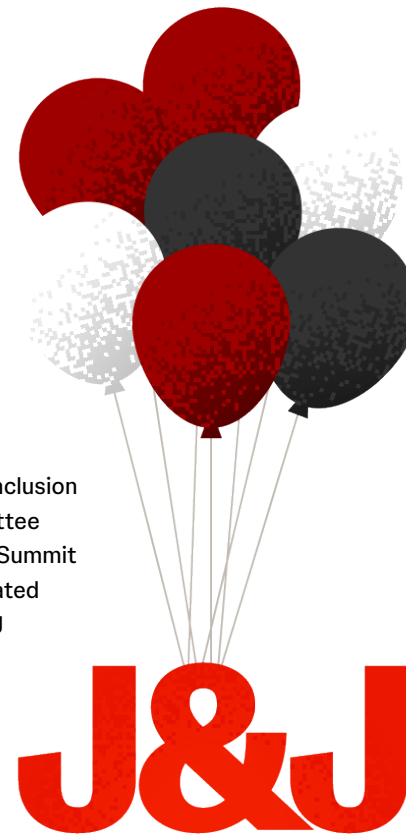
Women surgeon cohort

Continued in LATAM as part of the WLI External Outreach Collaborative Program to help female surgeons develop soft skills to advance their careers.

Celebrate success

The J&J DEI Honors program celebrates teams that create impact through innovative strategies to increase diversity, advance inclusion and enhance our business. Our annual DEI Honors Recognition Program celebrated its fifth year of progress in advancing DEI by celebrating 12 teams from across J&J.

More than 1,500 employees from around the world joined in-person and virtually to hear from Chairman and Chief Executive Officer, Joaquin Duato, Chief Diversity, Equity & Inclusion Officer, Wanda Hope and members of the Executive Committee for the 5th annual DEI Honors ceremony at the two-day DEI Summit in 2023. At the Summit, J&J's Executive Committee celebrated the essential role of employees and our ERGs in making J&J a place where we all belong.



Impact in 2023

12

teams selected for DEI Honors

212

submissions to our DEI Honors program

2023 J&J DEI honorees



Allyship certification

Open&Out in LATAM created an allyship certification program to cultivate a more inclusive and diverse workplace for the LGBTQIA+ community. 212 allies were trained and certified.



Disability inclusion

J&J Innovative Medicine in EMEA engaged with the Inclusion Office in the City of Neuss, Germany, to dismantle barriers for persons with disabilities, resulting in double the number of registered disabled people hired.



Health equity playbook

A team from J&J Innovative Medicine created the Enduring Alliances Playbook with key messages, tools and resources to help leaders, teams and individuals pursue health equity in line with Our Race to Health Equity commitments.



Supporting STEM

J&J Innovation Center launched the five-year STEM Scholars Program to support Black students studying STEM subjects at A-Level and through university. 25 students benefited from the program in 2023.



Clinical trial diversity

J&J Innovative Medicine launched a clinical study aimed at increasing diversity of trial participants. After implementing several changes, the trial succeeded in delivering enrollment of underrepresented groups above the target level.



DEI caravan workshops

The DEI Council in Japan launched DEI Caravan workshops in regions outside of Tokyo to explore the DEI challenges specific to the region in unique and interactive activities.



Youth in technology

J&J MedTech Brazil launched a free 6-month program, 1000devs, that guaranteed employment in tech positions to students after taking a digital technology course. 11 students were hired at J&J in Brazil.



Sales talent pipeline in EMEA

The fEMPOWER six-month virtual development experience was launched to unite women in MedTech sales and marketing and accelerate their progression into critical leadership roles.



Helping combat TB

Members of J&J's Global Public Health team launched "Be the Change", a digital initiative to increase youth awareness of TB. Within a year of launch, the campaign reached 55 million users and 35,000 young people signed up as TB changemakers.



Career balance in Japan

Biosense Webster Japan launched the "I-care project", to support the long-term career success of sales employees by addressing existing gender expectations and cultural norms.



Culturally inclusive & relevant (CIR) marketing

J&J's Innovative Medicine CIR team trained sales leaders in the foundations of CIR marketing strategy and launched a range of supporting tools. More than 1,000 leaders were trained.



Equitable healthcare

A team from Innovative Medicine Immunology launched Determi-Nation, a program to advance health equity in psoriatic disease.

Learn more →

Diverse supply chain

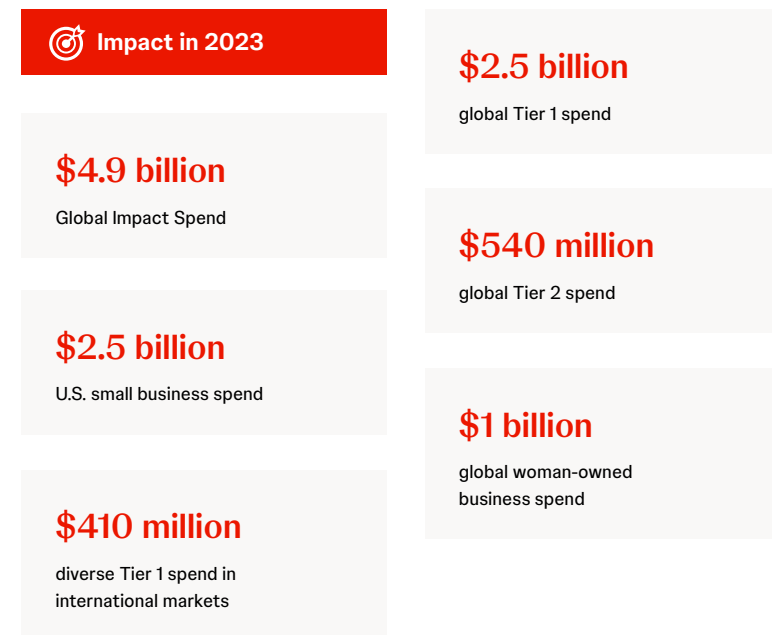
Our Global Supplier Diversity & Inclusion program grows our diverse supplier base to deepen our connection across different communities and deliver the best possible care. We collaborate with suppliers to help them grow with J&J.



Grow an inclusive supply base

We continue to realize the value that an inclusive supply base brings to our business, our people and our communities. In 2023, we celebrated 25 years of our formal supplier diversity program. The journey is marked by major milestones, including induction into the Billion Dollar Roundtable in 2011, expanding our program outside of the U.S. in 2011 and achieving \$2 billion in Tier 1 diverse spend for the first time in 2021.

We have consistently grown our diverse and small business spending and expanded our social and economic impact in 20 markets, including the U.S. In 2023, we achieved \$410 million spend in international markets, leveraging relationships with more than 30 NGOs to help advance supplier diversity. We support the development of advocacy bodies who help us discover and certify diverse suppliers and we collaborate with industry partners to encourage the adoption of supplier diversity and inclusion practices in our markets to drive greater impact.



Make and measure impact

A key measure of our progress to advance supplier diversity is our Global Impact Spend, representing addressable spend with small and diverse suppliers globally and small businesses in the U.S.

We have evolved our supplier diversity metrics to measure the impact on the diverse communities we serve. We partnered with a supplier to conduct a study on J&J's spend with diverse and small suppliers in the U.S., focusing on economic and social impact. In the U.S., we spent \$3.9 billion with Tier 1 diverse and small business suppliers, resulting in a meaningful economic impact for the U.S. economy.

Social Determinants of Health (SDOH) includes a broad range of social, economic and environmental variables that impact a person's physical and mental health. These metrics help us understand the potential impact of J&J's spend on SDOH-related variables in the communities in which our suppliers are located and the impact we have on health outcomes. Our study found that spending with some minority-owned businesses contributed to a reduction in child mortality rates and an increase in median household income. Spending with women-owned businesses also correlated to an increase in median household income and contributed to a reduction in child poverty rates. Overall, spending with small and diverse communities correlated to better health outcomes.

J&J has spent more than \$20 billion with diverse suppliers since our induction in the Billion Dollar Roundtable. For the 13th consecutive year, J&J maintained membership in the Billion Dollar Roundtable, a group of companies that advance best practices for supplier diversity and spend at least \$1 billion annually with diverse-owned suppliers.



Partner for social impact

We continued to expand our work with and support procurement from social enterprises, which are businesses that have specific social objectives that serve its primary purpose. We primarily focus on social enterprises that support economic inclusion and job creation for people with diverse abilities, including mental health conditions. For example, Altra Schaffhausen is a Swiss social enterprise founded in 1965, that employs people with various kinds of disabilities. Altra Schaffhausen provides contract packaging services for our Innovative Medicine products, employing 40 people with disabilities who support the J&J business.

[Learn more →](#)

“The goal of Altra in Schaffhausen is to integrate people with physical or mental disabilities into work and society by offering protected employment and housing. J&J in Schaffhausen has been working with Altra for almost 20 years in the secondary packaging of pharmaceutical products.”

Alain Thomann, Managing Director, Altra Schaffhausen

In 2023, J&J sponsored the Social Enterprise World Forum’s annual summit, SEWF23, in Amsterdam.

[Learn more →](#)

Extend impact through the supply chain

Across our supply base, we maintain numerous collaborative partnerships with organizations that advance small businesses, women- and minority-owned companies and other suppliers. We extend reach through the supply chain, engaging widely with these organizations to support the growth and development of suppliers in our ecosystem and enhance access to suppliers to our business opportunities. In 2023, we generated \$540 million in Tier 2 diverse spend.

In addition, we engaged with Randstad in a new initiative aimed at providing opportunities for talented individuals who have been displaced by conflict. This partnership aims to offer access to permanent and contingent jobs at Johnson & Johnson across Europe.

We also doubled our certified Women-Owned Business Enterprise (WBE) spend as identified in our charge card data to \$6 million from approximately \$3 million in 2022, emphasizing our commitment to leveraging growing opportunities to support WBEs. This was enabled through our expanded collaboration with American Express and the Women’s Business Enterprise National Council (WBENC). We plan to further expand this initiative to include small and other diverse business groups in the future.

“WBENC’s partnership with Johnson & Johnson continues to deepen with collaborative efforts such as the AMEX engagement. We applaud their unwavering commitment to supporting WBE growth.”

Pamela Prince-Eason, President and Chief Executive Officer, WBENC

Women Mentoring Women (WMW): By pairing senior J&J business leaders with women-owned business owners who are current suppliers to J&J, we strive to promote collaboration, knowledge sharing and personal development. We executed our fifth cohort of the WMW program with more than 66% of mentees in 2023 from outside of the U.S.

National Minority Supplier Development Council (NMSDC): J&J sponsored the NMSDC Centers of Excellence program, designed to broaden the capabilities of Minority-owned Business Enterprises to compete in a global environment. Nearly 60 NMSDC-certified Women- and Minority-owned Business Enterprises benefited from coaching with corporate leaders and mentors, as well as seminars delivered by business schools, J&J experts and industry partners.

Recognition in 2023



Women’s Business Enterprise National Council’s (WBENC) Hall of Fame



WeConnect Platinum: Global Champions of Supplier Diversity



National Business Inclusion Consortium (NBIC)

Contact us:

DiversityandInclusion@its.jnj.com

One Johnson & Johnson Plaza
New Brunswick, New Jersey 08933

belong.jnj.com

jnj.com



Johnson & Johnson