

Our employees

Our purpose-driven culture →

Caring →

Learning →

Inclusion →

Our employees are critical to our continued success and are an essential element of our long-term strategy. Through attracting, developing, empowering and inspiring employees, we foster a culture that drives engagement and retention of our global talent.

95% employee response rate

to J&J's Our Credo Survey, with 92% agreeing that J&J ensures our first responsibility is to the patients, doctors and nurses, mothers and fathers, and all others who use our products and services

420,000 hours of learning

completed during J&J's third Global Learning Day to enhance employee knowledge and skills

>30,000 employees building fitness

by taking part in our tenth Global Activity Challenge, walking a combined 6.4 billion steps in 71 countries



Our purpose-driven culture

We assess the health of our purpose-driven culture each year through the Our Credo Survey, a comprehensive assessment both of our employees' views and also alignment of our actions with Our Credo values.

In 2025, the Our Credo Survey was again conducted in 73 countries and made available in 36 languages. We provided detailed results and action planning resources to people leaders across the organization to help them address areas of opportunity. Additionally, we continued to offer employees in most countries the chance to receive a confidential, personalized fulfillment report designed to enhance self-awareness regarding satisfaction at work with development suggestions linked to our learning platform, J&J Learn.

The three core principles that underpin our purpose-driven culture are: **Caring, Learning and Inclusion.**

Caring

Guided by Our Credo, we care for our employees' physical, mental, emotional and financial health. We demonstrate our care for employees in our attraction and recruitment processes and through well-being, health and safety, compensation, benefits and recognition programs.

Employee attraction and recruitment

Our recruitment efforts include outreach through a wide range of channels and partners to encourage a broad representation of top qualified candidates. Employee referrals again generated a significant proportion of recruitment in 2025, demonstrating employee confidence in J&J as an attractive workplace.

Employee well-being

We encourage and enable employees to care for their own well-being and provide a range of ways to help them do so. For example, in 2025:

- More than 40,000 employees participated in well-being courses, with more than 45,000 learning hours in total.
- More than 30,000 employees in 71 countries took part in our tenth annual Global Activity Challenge, walking a combined 6.4 billion steps, reflecting a 55% increase in movement.
- We reviewed and updated our global health and well-being policies, including *Healthy Mind, Healthy Work* and *Physical Well-Being*, to advance their strategic impact and ensure they remain relevant, evidence-based and supportive of our workforce.
- Our Global Well-Being Reimbursement offers full- and part-time employees up to \$500 per year to take care of their total health. In 2025, this was expanded to include support relating to financial well-being, in addition to the offerings relating to healthy movement, healthy eating, healthy mind and recharge & recovery. More than 110,000 employees claimed this reimbursement in 2025, demonstrating a strong awareness and appreciation of our well-being offerings.

Our *Healthy Mind* Policy continues J&J's history of progress by protecting, promoting and providing the means to enable employee mental health and well-being. Our Mental Well-Being strategic and operational team oversees the global Employee Assistance Program (EAP) & CARE Services, psychosocial risk assessments and mental well-being education for employees and people leaders. The team collaborates across the enterprise to reduce stigma and normalize help-seeking.

Our *Mental Well-Being Fundamentals* e-learning course is recommended for all J&J employees to understand the mental health and well-being continuum. As of 2025, approximately 25% of people leaders worldwide have completed J&J's *Leader's Guide to Mental Health & Well-Being in the Workplace* live course.

Compensation and benefits

We are committed to compensating our employees fairly and to offering benefits that meet the needs of today's employees and their families. In 2025, we continued to implement an annual living wage assessment in collaboration with Business for Social Responsibility (BSR) to provide employees with pay that is both market competitive and sufficient to attain a sustainable standard of living. Our benefits packages also aim to improve the quality of life for employees by providing practical support for family, health, education and long-term financial management needs.

Employee recognition

We believe that recognition is a key driver of employee engagement and retention. In addition to regional and functional awards programs, 2025 was the sixth year of Inspire, our global colleague recognition program. In addition to the existing Inspire recognitions, we introduced new ways to welcome and celebrate our employees through Inspire, adding Life Events (such as birthdays and marriage) and Community Celebrations, recognizing colleagues for social responsibility.

In 2025, our global workforce generated more than 590,000 recognition moments through Inspire.

For additional information please visit [Careers at J&J](#).

[Position on Employee Development and Total Health and Well-Being](#)

J&J's Our Credo Survey by the numbers



Employee health & safety

We aim to support a workplace where everyone can thrive and return home safely at the end of the working day. We apply our global Environmental Health & Safety (EH&S) management system and standards to ensure the safety of employees at our workplaces around the world. In 2025 we:

- Achieved our lowest crashes per million miles and injuries per million miles rates since we began measuring these metrics and marked 31 years of our SAFE FLEET program, which provides training and resources to our more than 30,000 vehicle drivers globally.¹
- Accelerated the rollout of our Human and Organizational Performance (HOP) program at our sites. HOP is a methodology that enhances our understanding of how individuals interact with their work environment—including processes and procedures—to identify and address potential areas where human error could lead to safety risks. In 2025, 13 sites underwent HOP assessments, bringing the total number of sites engaged in this process to 41.
- Developed *Insights Navigator*, a digital portal that provides EH&S and sustainability teams with access to comprehensive occupational health & safety and environmental stewardship information, reducing the time required to find, compile and interpret data.

Learning

We are a learning culture—curious, future focused and committed to continuous improvement. By raising the bar every day, our employees spark innovation, build meaningful careers and make a real impact on patients, communities and the future of health.

Global Learning Day 2025

In September 2025, we celebrated our third Global Learning Day, an annual, full day dedicated to the growth and development of our employees. This year’s theme, *Direct Conversations: Dialing Up Care While Being J&J Direct*, reinforces a shared way of working—showing up for each other with courage, clarity and care. It encourages us to speak openly, give and receive feedback and demonstrate care for our people, our business and the patients we serve. The centerpiece masterclass drew more than 28,000 live participants with additional engagement from global sites hosting group viewings.

Global Learning Day also offered participants the ability to curate their own learning journey through access to our learning ecosystem, which includes a library of more than 125,000 on-demand courses.

Nearly 44,000 people completed more than 420,000 hours of learning, representing a 21% increase year over year.

These results highlight growing appetite for development opportunities and reinforce J&J’s culture of continuous learning.

In 2025, we saw significant momentum and a strong interest in priority skills, including AI. There were nearly 120,000 learning completions for AI-related learning content, reflecting nearly 80,000 hours of learning. Building on this momentum, J&J continues to prioritize AI upskilling globally by equipping all employees with a shared foundation of AI literacy and

progressively enabling role-relevant application and fluency. Through a coordinated enterprise approach, AI upskilling is being embedded as a core capability focused on responsible use, practical application and continuous learning.

In 2025, employees completed 34 average training hours and J&J’s total spend on employee learning & development amounted to \$128 million.

Inclusion

Our Credo affirms our commitment to fostering an inclusive work environment and calls on us to respect the diversity and dignity of all J&J colleagues and recognize their merit. We encourage an open and inclusive communications environment so that everyone feels welcome to offer ideas and suggestions about how we can improve outcomes for patients and consumers, while demonstrating care for our communities and the planet. Our Inclusion Index score, which measures our success in building an inclusive work environment, reached 83% in 2025, up from 2024, and 86% of our employees agree that J&J provides an inclusive work environment where each employee is considered an individual.

We launched Inclusion Dialogues, a guide that helps people leaders facilitate meaningful conversations that foster inclusion and belonging. We also launched Inclusion in Action, a training program to equip employees with practical strategies for creating an inclusive work environment; in 2025, more than 70,000 employees completed the training.

In 2025, we launched our enhanced Disability and Accessibility strategy, a global commitment to continue building accessible environments that enable everyone to thrive and contribute to their fullest potential. This strategy focuses on:

- **Accessibility:** Ensuring our physical and digital spaces are inclusive and barrier-free.
- **Belonging:** Creating a culture where employees with disabilities feel valued and supported.
- **Opportunity:** Providing resources and pathways for career growth and success.

We centralized our Company-wide disability inclusion and accessibility resources into a one-stop hub available to all employees globally for guidance. Our Alliance for Diverse Abilities employee and business resource group also delivered training to help employees learn, engage and promote practices that enhance the well-being of people with disabilities at J&J and in the communities we serve.

Contact us:

Johnson & Johnson
Office of the Corporate Secretary
WW-Corporate-Governance@its.jnj.com

¹ The current measurement process began in 2008; does not include data from 2020.