



May 23, 2025

VIA electronic portal:

Centralized Case Management Operations
U.S. Department of Health and Human Services
200 Independence Avenue, SW
Room 509F, HHH Building
Washington, D.C. 20201

Investigation Request: Johnson & Johnson

Dear Sir or Madam:

America First Legal Foundation (“AFL”) is a national, nonprofit organization working to protect the rule of law, due process, and equal protection for all Americans. We write seeking an investigation into the unlawful hiring practices and equal opportunity clause violations by Johnson & Johnson for engaging in unlawful employment and other hiring practices in violation of Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e-2.¹ An unlawful employment or other hiring practice exists when race, color, religion, sex, or national origin is a motivating factor for any employment decision. *Id.* at § 2000e-2(m).

I. Background

Johnson & Johnson (the “Company” or “J&J”) is a publicly traded corporation incorporated under the laws of New Jersey, with its principal executive offices located at One Johnson & Johnson Plaza, New Brunswick, NJ 08933.

The Company admits and affirms that it knowingly and intentionally uses race, color, national origin, and sex as motivating factors in its employment practices and that it requires its suppliers to do so as well.² In FY2024 alone, the Company, including its subsidiaries, had active federal awards exceeding \$19.2 billion in potential total value

¹ “The Equal Opportunity Clause, formerly required under Executive Order 11246 and 41 C.F.R. § 60-1.4(a), prohibited federal contractors from engaging in employment discrimination on the basis of race, color, religion, sex, sexual orientation, gender identity, or national origin. The clause was deemed incorporated into every covered federal contract by operation of law.”

² JOHNSON & JOHNSON, *How Johnson & Johnson is Building a Diverse Talent Pipeline*, LINKEDIN, <https://perma.cc/B4VJ-H6YJ>; see also Johnson & Johnson, 2023 Health for Humanity Report 62 (2024), <https://perma.cc/M2NM-32PJ>.

from awards from the Departments of Health and Human Services, Defense, and other agencies.³ As a condition of these contracts, J&J agreed to comply with the federal government’s equal opportunity clause.⁴ However, the Company’s public representations regarding the role of “equity” in its employment practices reveal that it systematically and intentionally ignores its compliance obligations and instead violates the Company’s equal opportunity assurances to the federal government. Agencies like HHS have strict requirements for contract and grant recipients.⁵ However, the evidence is that J&J’s management believes the Company’s unlawful Diversity, Equity, and Inclusion (DEI) Policy outweighs federal civil rights and trumps its non-discrimination assurances to federal agencies.

II. The Company’s Unlawful DEI Practices Infect Every Aspect of Its Operations

The Company’s disregard for American civil rights is brazen.⁶ It boasts about “creating equity across our systems and fostering and advancing a culture of inclusion.”⁷ Its unlawful DEI Policy covers, but is not limited to, “practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity.”⁸ The Company claims “[d]iversity can’t be a token effort, it has to be a core value,” where “diversity and inclusion isn’t[sic] just a commitment, it’s central to how the global company works”;⁹ however, as to its duty to comply with American laws, it is silent.

Specifically, Title VII prohibits the Company from using race, color, religion, sex, or national origin as a motivating factor for any employment decision. Yet the Company holds employees accountable for failing to do precisely this. The Company demands:

Measure your performance so you can meet your goals

³ *Johnson & Johnson (UEI No. F78LUT6M7HL6)*, USASPENDING, <https://perma.cc/M3Y2-KANF>.

⁴ See Exec. Order No. 11,246, *supra* note 7.

⁵ See also *HHS Equal Employment Opportunity and Anti-Harassment Policy Statement*, U.S. DEPT OF HEALTH & HUM. SERVS., <https://perma.cc/QU63-M2D4>; see also 45 C.F.R. §§ 80, 92 (regulatory obligations to investigate and combat discrimination in health programs and activities); The Affordable Care Act, Pub. L. No. 111-148 § 1557 (codified at 42 U.S.C. § 18116) (requires nondiscrimination compliance for health programs and activities, any part of which receive federal funding).

⁶ George Linzer, *Companies Resist Conservatives’ War on DEI*, AM. LEADER, (Feb. 4, 2025), <https://perma.cc/Y5TJ-28E4> (“Other companies reasserting their commitments to DEI include . . . Johnson & Johnson”) (emphasis added).

⁷ *Diversity, Equity, and Inclusion Policy 1*, JOHNSON & JOHNSON, <https://perma.cc/XU49-PLTR> (Sept. 17, 2024).

⁸ *Id.*

⁹ JOHNSON & JOHNSON, *How Johnson & Johnson is Building a Diverse Talent Pipeline*, LINKEDIN, (Apr. 14, 2025), <https://perma.cc/B4VJ-H6YJ>

Johnson & Johnson uses data to keep track of their talent goals, which leaders are accountable to. It includes tracking the diversity mix, but also who the organisation is attracting and retaining. The strength of the talent pipeline is measured, so that diversity becomes a natural feature of the hiring landscape. Employees are surveyed to ensure that Johnson & Johnson is delivering on its inclusive credo. The organisation also holds external recruitment partners accountable for delivering a diverse talent pool.¹⁰

The Policy makes clear that “people leaders are accountable for specific DEI responsibilities and for achieving DEI outcomes as part of their job performance,”¹¹ including:

- “Setting individual DEI goals to foster diverse representation and an inclusive environment within their teams.”
- “Engaging in conscious inclusion and other behaviors that promote equity.”
- “Drawing from a broad pool of talent in order to inclusively reach talent, create diverse slates and, ultimately, a workforce that reflects the communities we serve.”
- “Committing to an individual goal as part of annual goals- and objectives-setting to help Johnson & Johnson meet our DEI responsibilities.”¹²

Notably, J&J developed a “DEI Maturity Model Assessment” in 2023 to provide “detailed qualitative and quantitative analysis across 140 criteria and 20 dimensions of DEI” in five countries, including the United States.¹³ The Company admits to using a facially illegal workforce race, sex, national origin, and religion balancing strategy of building a “workforce that reflects the diversity of our communities” as one of the “four pillars” of an “evidence-based strategy” to “[m]ake diversity, equity, and inclusion how we work every day.”¹⁴

J&J brags that its DEI workforce balancing and “equity” initiatives have succeeded:

¹⁰ JOHNSON & JOHNSON, *How Johnson & Johnson is Building a Diverse Talent Pipeline*, LINKEDIN, (April 14, 2025), <https://perma.cc/B4VJ-H6YJ>.

¹¹ *Diversity, Equity, and Inclusion Policy 4*, JOHNSON & JOHNSON, <https://perma.cc/XU49-PLTR>; see also Johnson & Johnson, *We All Belong: 2023 DEI Impact Review 9* (2024), <https://perma.cc/ZQQ5-KWAR> [hereinafter 2023 DEI Impact Review].

¹² See JOHNSON & JOHNSON, *supra* note 10, at 4; see also 2023 DEI Impact Review at 9.

¹³ 2023 DEI Impact Review at 23.

¹⁴ See JOHNSON & JOHNSON, *supra* note 10, at 1–2 (emphasis in original).

- “**Our aspirational goal:** By 2025, achieve 6.8% representation of Black and African American employees in management positions in the U.S.”¹⁵
- “**Our results:** At the end of 2023, 6.4% of management positions were held by Black and African American Employees.”¹⁶
- “**Our aspirational goal:** By 2025, achieve 50% of women in management positions in the U.S.”¹⁷
- “**Our results:** As of the end of 2023, 49% of management positions globally were held by women.” This marked an increase from 48% in 2021.¹⁸
- “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.”¹⁹

This self-reported data confirms J&J’s race and sex-based employment practices, all designed to limit, segregate, or classify employees or applicants for employment in ways that would deprive, or tend to deprive, white and/or male individuals of employment opportunities because of their race, color, sex, or national origin,²⁰ have done so.²¹ For example, women are targeted for hiring based on their sex to achieve “gender diversity” in the Company’s “leadership”:

- “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.”²²
- “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

¹⁵ Johnson & Johnson, 2023 Health for Humanity Report 62 (2024), <https://perma.cc/M2NM-32PJ>.

¹⁶ *Id.* at 28.

¹⁷ *Id.*

¹⁸ Johnson & Johnson, Health for Humanity 2025 Goals Scorecard 4 (2021), <https://perma.cc/7X5Y-P6NW>; see also 2023 Health for Humanity Report, *supra* note 23, at 26 (emphasis added).

¹⁹ *Id.* at 9.

²⁰ *Diversity, Equity, & Inclusion*, JOHNSON & JOHNSON, <https://perma.cc/QJ3D-NAEG>.

²¹ *Compare* 42 U.S.C. § 2000e-2, *with* 42 U.S.C. § 1981. Our civil rights laws “promote hiring on the basis of job qualifications, rather than on the basis of race or color,” or sex, or national origin, or religion. See *Ricci v. DeStefano*, 557 U.S. 557, 582 (2009); *McDonald v. Santa Fe Trail Transp. Co.*, 427 U.S. 273, 279 (1976). Racial discrimination is invidious in all contexts. *Students for Fair Admissions, Inc. v. President & Fellows of Harvard Coll.*, 600 U.S. 181, 214 (2023).

²² 2023 Health for Humanity Report, *supra* note 23, at 30.

across the company working to build mutually beneficial partnerships.”²³

- 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.²⁴
- “18,193 individuals hired globally of whom: 51% were women, 7.4% were aged over 50.”²⁵
- How Johnson & Johnson is helping build a sense of belonging by investing in student nurses of color,
 - A diverse nursing workforce is a better nursing workforce—one that improves quality of care and patient outcomes for all populations. That’s why Johnson & Johnson has put its support behind two pilot programs aimed at setting nurses up for success on campus and in healthcare settings.²⁶

J&J also applies its racial requirements and discriminatory processes to its business suppliers, with significant economic impact, according to their own admissions: “In 2023, we celebrated 25 years of our formal supplier diversity program...”²⁷

“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.”²⁸

The Company reported that it had “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.”²⁹

²³ *Id.*

²⁴ *Id.* at 40

²⁵ *Id.* at 26.

²⁶ *How Johnson & Johnson is Helping Build a Sense of Belonging by Investing in Student Nurses of Color*, JOHNSON & JOHNSON, <https://perma.cc/4PTT-GSCX> (emphasis added).

²⁷ 2023 DEI Impact Review at 39.

²⁸ *Id.*

²⁹ *Id.*

It is noteworthy that federal regulations require the Company to include nondiscrimination requirements in every one of its subcontracts or purchase orders unless otherwise exempted by the Secretary.³⁰ Yet, the Company claims that its DEI Policy and “gender and diversity equity” requirements bind subcontractors and suppliers.³¹ Thus, J&J also requires its subcontractors and suppliers to break the law.

III. The Company is Violating Federal Law

On January 20, 2025, consistent with the United States Constitution and federal law, the President of the United States issued Executive Order (“E.O.”) 14151 titled *Ending Radical And Wasteful Government DEI Programs And Preferencing*.³² The President’s order made clear that the “shameful discrimination” of race-based hiring in government was over and replaced instead by a system based on merit.³³ “Americans deserve a government committed to serving every person with equal dignity and respect, and to expending precious taxpayer resources only on making America great.”³⁴

Under this same order, President Trump revoked President Biden’s Executive Order 13985, which promoted discrimination,³⁵ explaining, “[t]he Biden Administration forced illegal and immoral discrimination programs, going by the name “diversity, equity, and inclusion” (DEI), into virtually all aspects of the Federal Government ... That ends today.”³⁶

On January 21, 2025, the President also signed Executive Order 14173, *Ending Illegal Discrimination And Restoring Merit-Based Opportunity*, revoking Executive Order 11246.³⁷ Executive Order 11246, signed by President Johnson, mandated the federal government to engage in racial and sex-based preference programs for federal contractors.³⁸ The revocation of E.O. 11246, which had also imposed affirmative action obligations on covered federal contractors and subcontractors, is therefore void. Accordingly, Title VII of the Civil Rights Act of 1964 is the law of the land unincumbered by unlawful executive orders of prior administrations.³⁹

³⁰ See 41 C.F.R. § 60-1.4(a)(8).

³¹ See, e.g., JOHNSON & JOHNSON, *supra* note 2 at 1; We All Belong at 39. (“In 2023, we achieved \$410 million spend in international markets ... to help advance supplier diversity”).

³² Exec. Order No. 14151, 90 Fed. Reg. 8339 (Jan. 20, 2025), <https://perma.cc/F3AV-DXWE>.

³³ *Id.* at 8339.

³⁴ *Id.*

³⁵ Exec. Order No. 13985, 86 Fed. Reg. 7009 (Jan. 20, 2021), <https://perma.cc/4VKM-9CDY>.

³⁶ Exec. Order No. 14151, *supra* note 2.

³⁷ Exec. Order No. 11246, 30 Fed. Reg. 12319 (Sept. 28, 1965), <https://perma.cc/T862-QLVE>.

³⁸ Exec. Order No. 14173, 90 Fed. Reg. 8633 (Jan. 21, 2025), <https://perma.cc/RRP5-EGP8>.

³⁹ While Section 503 of the Rehabilitation Act of 1973, Pub. L. No. 93–112, 87 Stat. 355 (1973), and Section 402 of the Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA), Pub. L. No. 93–508, 88 Stat. 1578 (1974), continue to obligate certain affirmative action obligations, these statutes are not at issue in the race and sex-based hiring goals set forth in this complaint.

The United States Constitution, applicable statutory text, and President Trump’s Executive Orders are clear: Racial, ethnic, and sexual orientation-based considerations in hiring, training, compensation, and promotion are patently unlawful. *See* 42 U.S.C. § 2000e-2(a),(d).⁴⁰ Such practices are inherently and profoundly harmful.⁴¹ Discrimination based on immutable characteristics such as race, color, national origin, or sex “generates a feeling of inferiority as to their status in the community that may affect their hearts and minds in a way unlikely to ever be undone.”⁴² More broadly, the discrimination ... necessarily foments contention and resentment; it is “odious and destructive.”⁴³ “Distinctions between citizens solely because of their ancestry are by their very nature odious to a free people whose institutions are founded upon the doctrine of equality.”⁴⁴ It truly “is a sordid business, this divvying us up” by race or sex.⁴⁵

IV. Conclusion

The Company’s public admissions demonstrate that it knowingly, intentionally, and at scale violates both Title VI and Title VII of the Civil Rights Act, providing ample basis for the Office of Civil Rights to initiate a federal investigation.⁴⁶ Thank you in advance for your consideration.

Sincerely,

/s/ Juli Haller

America First Legal Foundation

Cc: Anthony Archeval, Esq., Acting Director, Office of Civil Rights, Civil Division, Department of Health & Human Services

⁴⁰ *See, e.g., United Steelworkers of Am. v. Weber*, 443 U.S. 193, 208 (1979); *Johnson v. Transp. Agency*, 480 U.S. 616, 621-41 (1987); *see also Bostock v. Clayton Cnty., Georgia*, 590 U.S. 644 (2020).

⁴¹ “What the transferee does not have to show, according to the relevant text, is that the harm incurred was “significant.” [] Or serious, or substantial, or any similar adjective suggesting that the disadvantage to the employee must exceed a heightened bar[] “Discriminate against” means treat worse, here based on sex.” *Muldrow v. City of St. Louis, Mo.*, 601 U.S. 346, 355 (2024) (internal citations omitted).

⁴² *Brown v. Bd. of Education*, 347 U.S. 484, 494 (1954).

⁴³ *Texas v. Johnson*, 491 U.S. 397, 418 (1989).

⁴⁴ *Students for Fair Admissions, Inc. v. President & Fellows of Harvard Coll.*, 600 U.S. 181, 208 (2023) (quoting *Rice v. Cayetano*, 528 U.S. 495, 517 (2000)).

⁴⁵ *League of United Latin Am. Citizens v. Perry*, 548 U.S. 399, 511 (2006) (Roberts, C.J., concurring in part).

⁴⁶ *See, e.g., United States v. Morton Salt*, 338 U.S. 632, 642-43 (1950); *Oklahoma Press Publishing Co. v. Walling*, 327 U.S. 186 (1946).

Appendix



Diversity, Equity and Inclusion Policy

Johnson & Johnson and all its operating companies are committed to workforce diversity, creating equity across our systems, and fostering and advancing a culture of inclusion. Our culture of belonging is about uniting different backgrounds, beliefs, abilities and experiences in an environment where everyone feels valued and works together to achieve meaningful outcomes. [Our Credo](#) outlines our responsibility to create an inclusive environment and respect the dignity and diversity of all people. It guides how we engage with one another and inspires us to take purposeful action to support the patients, consumers, customers, employees and communities we serve. This makes diversity, equity and inclusion (DEI) everyone's responsibility—that of every employee around the globe.

Our Diversity, Equity and Inclusion (DEI) Policy, along with our Global Enterprise DEI Strategy, sets out the principles and requirements by which Johnson & Johnson will enhance DEI throughout the organization. The Policy is applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity. The Policy applies to all employees and anyone conducting work on behalf of Johnson & Johnson or any of its operating companies.

The Johnson & Johnson Office of Diversity, Equity & Inclusion is responsible for building and leading the Company's global evidence-based strategy to advance DEI. Our Global DEI strategy is based on four strategic pillars designed to accelerate how we bring innovative healthcare solutions to an increasingly diverse world.

Our Global DEI strategy is guided by internal and external insights, global best practices and continual employee feedback, which together remind the Company that while diversity changes by location, inclusion is the same everywhere. Our approach allows us to continually evaluate our Global DEI strategy to ensure it remains relevant to meet the changing demands of the communities we serve.

The four pillars within the Company's evidence-based strategy are intentionally interconnected and must work together.



We are accelerating our global culture of inclusion where every individual belongs. The outcome is to foster a culture of belonging aligned around a global inclusion strategy that reflects local nuances and regional priorities across the globe.

It is also critical to embed DEI into our business strategies to better serve the needs of our diverse patients, consumers and customers. We believe this approach positions our businesses to deliver on our promise to solve the world's most challenging health issues.

We are continuing our work to build a workforce that reflects the diversity of our communities. We seek to create a globally diverse workforce that better reflects the vast range of communities we serve, ensuring that we really understand and serve global and local markets.

We are also elevating our focus on achieving equitable access and outcomes. This requires tailoring our tools, resources and mindsets to meet the unique needs of individuals, so everyone has a fair and equitable opportunity to participate and contribute to their fullest potential at Johnson & Johnson.

Policy Guidelines

Diversity, Equity & Inclusion Definition:

Our definition of Diversity, Equity & Inclusion is *We All Belong*. A place where all of us have a responsibility to accelerate our progress, and where we all are accountable and empowered to drive change—here and in the world at large.

Health for Humanity goals

Women in Management

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.²⁹

On track



Black/African Americans in Management

Our aspirational goal: By 2025, achieve 6.8% representation of Black and African American employees in management positions in the U.S.³⁰

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

On track



How We Define DEI



The illustration shows three groups of diverse people. The first group, under 'Diversity', includes a person in a wheelchair, a woman in a hijab, and an older man. The second group, under 'Equity', shows three people standing on a pink platform, with one person standing on a blue platform. The third group, under 'Inclusion', shows four people standing together, with one person's arm around another's shoulder.

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

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

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

DEI Vision:

Be yourself, change the world. Our vision at Johnson & Johnson is for every person to use their unique experiences, backgrounds and abilities together—to spark solutions that create a better, healthier world.

DEI Mission: Make DEI how we work every day

Our mission is to make DEI our way of doing business. We will advance our culture of belonging where open hearts and minds combine to unleash the potential of the brilliant mix of people, in every corner of Johnson & Johnson. We will create equity by tailoring tools and resources to meet individual needs, and by continuously improving our systems and processes so everyone has the opportunity to reach their full potential.

Employee Responsibilities:

DEI is everyone's responsibility at Johnson & Johnson. It requires purposeful action every day. Every employee is trained on DEI and is responsible for:

- Respecting the dignity and diversity of all people.
- Creating an inclusive environment that is free from discrimination, harassment and bullying.
- Enhancing their awareness of potential unconscious bias and how that might hinder our ability to be more inclusive and collaborative with one another.

- Focusing on conscious inclusion to be more intentional with their actions to drive diversity, equity and belonging.

People Leader Responsibilities:

Additionally, people leaders are accountable for specific DEI responsibilities and for achieving DEI outcomes as part of their job performance. These responsibilities include but are not limited to:

- Ensuring that employment-related decisions are free from discrimination.
- Setting individual DEI goals to foster diverse representation and an inclusive environment within their teams.
- Engaging in conscious inclusion and other behaviors that promote equity.
- Committing to an individual goal as part of annual goals- and objectives-setting to help Johnson & Johnson meet our DEI responsibilities.
- Mitigating potential unconscious bias in employment decisions and talent practices (including performance and development, compensation, hiring).
- Drawing from a broad pool of talent in order to inclusively reach talent, create diverse slates and, ultimately, a workforce that reflects the communities we serve.
- Providing reasonable accommodations for qualified individuals with a disability and for those with needs related to their religious observance or practices of personal religious expression. A reasonable accommodation depends on the facts and circumstances, and is addressed on a case-by-case basis.
- Creating an inclusive and safe work environment that supports DEI and behaviors that reinforce Our Credo values. This includes:
 - Ensuring a work environment that is free from discrimination, harassment and bullying.
 - Consistently displaying inclusive leadership behaviors, valuing all perspectives and listening to diverse points of view.
 - Role modeling inclusive and respectful behavior in the work environment and all work-related activities.
 - Encouraging employees to collaborate, make suggestions, and respect and listen to diverse opinions.
- Cultivating a culture that inspires respect for all employees, customers, vendors, contractors and others in the work environment.
- Contacting Global Services – Human Resources (HR), local HR or the [Our Credo Integrity Line](#) when becoming aware of an employee who may be subject to discrimination, harassment or bullying.
- Appropriately addressing any other behavior not consistent with this or other policies, or with applicable laws relating to equal opportunity, diversity, equity or inclusion.

DEI Network Member Responsibilities:

- Ensuring a consistent employee experience through execution of the Global DEI strategy.
- Following appropriate internal procedures and policies for DEI communications and programs.
- Assisting in communicating and championing the importance of DEI and the Global DEI strategy.

Discrimination, Harassment and Bullying:

Johnson & Johnson provides equal opportunities for employment. We base employment decisions on merit, considering qualifications, skills, performance and achievements, and we do not tolerate discrimination against any employee or applicant for employment based on non-work-related personal characteristics, such as race,

color, religious beliefs, pregnancy (including childbirth or related medical conditions, as well as breastfeeding needs), gender, sexual orientation, gender identity or expression, transgender status, national origin, ethnic origin or background, social origin, family or marital status, age, disability (physical or mental), medical condition, genetic information, veteran's status or military service, or based on union membership or union activity.

We provide reasonable accommodation to qualified individuals with a disability as well as individuals with needs related to their religious observance or practice.

All of us have a right to work in an environment free from the demoralizing effects of harassment or unwelcome offensive or improper conduct. Our Company will not tolerate harassment, bullying or conduct that could lead or contribute to harassment of employees by managers, supervisors or co-workers. We also will actively seek to protect employees from harassment or bullying by non-employees in the workplace. Similarly, Johnson & Johnson will not tolerate harassment or bullying by its employees of non-employees with whom our employees have a business, service, or professional relationship. This also extends to conduct that takes place off Company premises (including on social media) that could reasonably impact employees or others within our workplace. See our [Position on Providing a Discrimination-Free Workplace](#) and our [Position on Providing a Safe and Harassment-Free Workplace](#).

Reporting Inappropriate Conduct:

If an employee believes that they or another individual has been subjected to conduct prohibited by this Policy, the employee is urged and expected to report the relevant facts promptly. An employee may make a report either orally or in writing. Concerns can be raised to any member of Johnson & Johnson management, Global Services – HR through the [Ask GS site](#) or via phone through the contact number for the employee's location, any other HR employee, or through the grievance/dispute resolution process available in the employee's location. As an alternative, the Johnson & Johnson [Our Credo Integrity Line](#) provides a global, accessible channel for reporting concerns and is available 24 hours a day, 7 days a week, and in 24 languages. It is independent, secure and confidential, offering a safe mechanism for anonymous reporting (where permitted by local law) of suspected concerns or potential violations of our policies or the law. We communicate the Our Credo Integrity Line access broadly, so that employees and others who work with us know this channel exists for them to raise grievances at any time.

We take allegations of discrimination, harassment and bullying seriously and ensure they are appropriately investigated. All reported incidents will be investigated with an effort to keep the source of the report confidential, with the disclosure of information as appropriate to facilitate the investigation or resolution of the matter.

Johnson & Johnson encourages employees to report in good faith any possible violation of this Policy.

Prohibition of Retaliation:

We will not tolerate threats or acts of retaliation of any kind against any individuals because they report conduct reasonably believed to violate this Policy, or in good faith provide information in connection with a report or investigation of any such conduct.

Consequences:

Employees who do not comply with this Policy and/or are found to have engaged in discrimination, harassment or bullying, will be subject to appropriate disciplinary action, up to and including termination of employment.

Considerations:

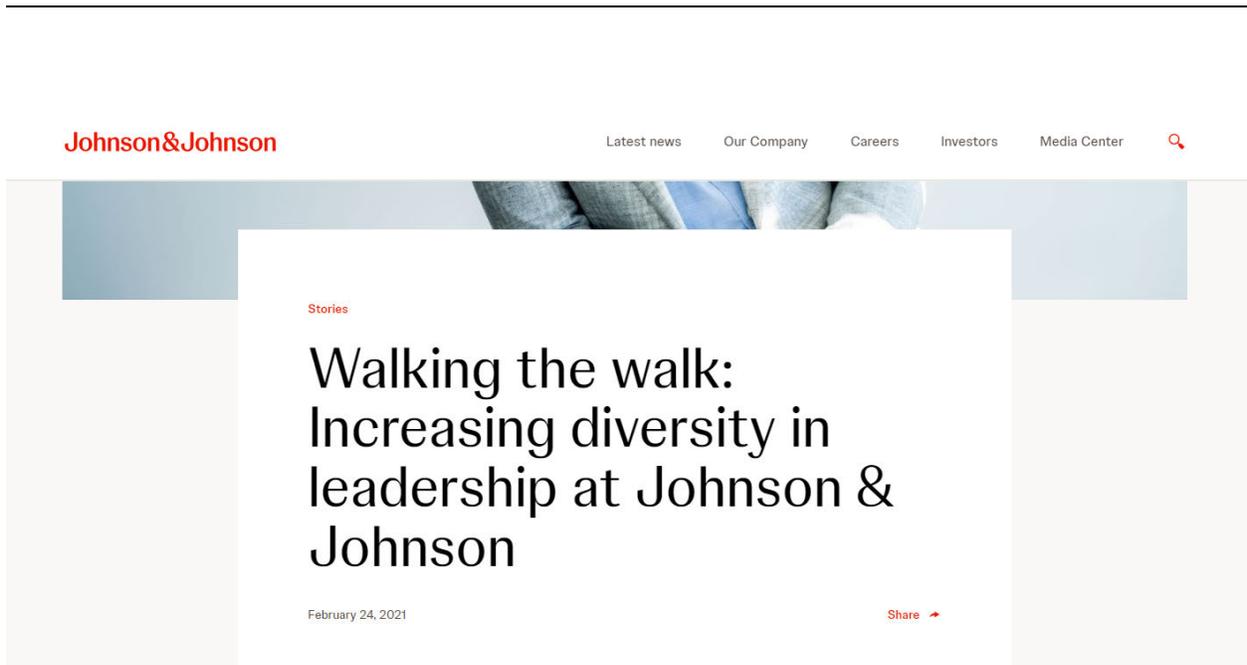
Consistent with Our Credo and [Code of Business Conduct](#), the Johnson & Johnson Family of Companies comply with the laws of each country in which our companies do business. It is the responsibility of each company's management and employees to be familiar and comply with the local equal opportunity laws and regulations

which govern the business activities that they engage in. Accordingly, to the extent that following local law would conflict with this Policy, local law must be adhered to.

Right to Terminate or Amend Policy:

The Company reserves the right to modify, suspend, change or terminate this Policy at any time, in accordance with local law. This Policy does not create any contractual rights or obligations, whether expressed or implied. Subject to local law, the English-language version will prevail.

Last Updated: May 2023



Take our ongoing efforts to increase diversity at the management level, for example, where **we're on track to hit two key goals** for 2025:

- Ensuring that half of all management positions at Johnson & Johnson globally are held by women
- Achieving 6.8% representation of Black and African American employees in management positions in the U.S.

At the end of the day, we believe that our diverse workforce and culture of belonging are what allow us to accelerate innovation and solve the world's most complex healthcare challenges. We also know that our ability to deliver meaningful solutions ultimately depends on how well we understand and meet the diverse needs of the communities we serve.

So we treat DEI as a business imperative at Johnson & Johnson—and we're taking action accordingly, whether that means being one of the first organizations to proactively submit a diversity plan to the FDA for an oncology trial or making direct investments in community health workers.

Plus, we're advancing DEI in areas that may be especially relevant to prospective candidates, such as:

- **Hiring for key roles across the board**
- Enhancing our recruiting practices to strengthen relationships and deepen engagement with candidates from underrepresented backgrounds
- Incorporating diversity into the annual performance plans by which all of our people leaders are evaluated (100% of these 26,000 leaders have also committed to taking at least one DEI action annually)
- Training managers on how to role-model inclusive behaviors to their teams (additionally, 95% of all employees have now participated in unconscious bias training)
- Leveraging the power of partnerships to offer scholarships, mentorship and guidance to underrepresented medical students at historically Black colleges or university schools of pharmacy

In the interim, we'll continue to examine all of the areas where we operate—and all of the ways that we touch people's lives—with the aspirations of making headway on DEI. While this is an aspiration firmly rooted in **Our Credo**, it also ladders up to a more all-encompassing objective for everyone on our team: namely, bringing about a healthier, more equitable world for all.

Featured Diversity, Equity & Inclusion stories



What to know about We All Belong: 2023 DEI Impact Review



How Johnson & Johnson is helping build a sense of belonging by investing in student nurses of color

[Read more →](#)

Impact in 2023

18,193

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

Black/African Americans in Management

Health for Humanity goals

Our aspirational goal

By 2025, achieve 6.8% representation of Black and African American employees in management positions in the U.S.³⁰



Our results

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

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.²⁹

Aspirational DEI goals

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

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



development

GRI 401-1, 401-2, 401-3, 404-2, 404-3, SASB HC-BP-330a.1

Attracting, developing, retaining and inspiring talented people is crucial to all aspects of our business. We promote a culture of respect, inclusion and excellence, inspired by Our Credo, so that every individual at J&J can contribute to our shared success for our patients, our customers, our company and each other.

In 2023, our direct global workforce included approximately 134,400 individuals. This includes approximately 18,200 new hires across our different regions, of whom 51% were women.

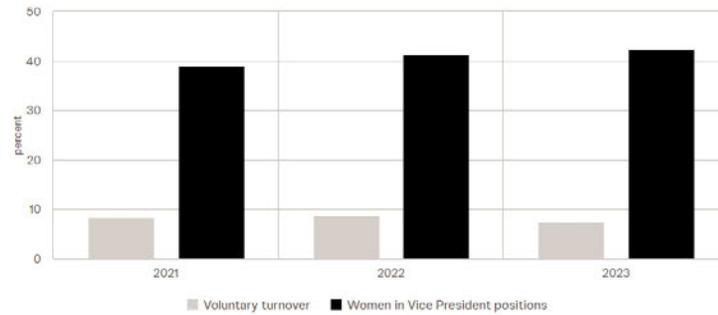
Goal	Key Performance Indicator	2021 Progress ¹	SDGs
Empower our employees			
Women in Management By 2025, achieve 50% of women in management positions* globally.	% of women in management positions.	On track 48% of management positions globally are held by women.	5 10
Ethnic/Racial Diversity in Management By 2025, achieve 35% ethnic/racial diversity in management positions** within the U.S.	% of ethnic/racial diversity in management positions in the U.S.	On track 34% of management positions in the U.S. are held by ethnic/racially diverse employees.	10
Black/African Americans in Management By 2025, achieve 50% growth of our Black and African American employees in management positions** in the U.S.	% of Black and African American employees in management positions in the U.S.	On track 6% of management positions in the U.S. are held by Black and African American employees, representing growth of 25% from 2020.	10
Healthiest Workforce Score By 2025, 80% of Johnson & Johnson leaders and their managers will be accountable to achieve ≥ 80% annual Healthiest Workforce Score.	% of Johnson & Johnson leaders and managers achieving ≥80% annual Healthiest Workforce Score.	On track 63% of Johnson & Johnson leaders and their managers* achieved an ≥80% Healthiest Workforce Score.	3
Women in STEM^D By 2025, engage two million girls in STEM ^D activities.***	# of girls who have participated in virtual or in-person activities led by employees in partnership with nonprofit partners.	On track Reached 317,800 girls through 290 events and 240 STEM ^D .org activities.	4 5 10

Goal	SDGs	Key Performance Indicator (KPI)	Target	2021-2022 Progress ^o
Empower our employees				
Women in Management By 2025, achieve 50% of women in management positions* globally.		% of women in management positions.	50%	↗ On track 49% of management positions globally are held by women.
Ethnic/Racial Diversity in Management By 2025, achieve 35% ethnic/racial diversity in management positions** within the U.S.		% of ethnic/racial diversity in management positions in the U.S.	35%	✓ Achieved 36% of management positions in the U.S. are held by ethnic/racially diverse employees.
Black/African Americans in Management By 2025, achieve 50% growth of our Black and African American employees in management positions** in the U.S.		% of Black and African American employees in management positions in the U.S.	50% growth from 2020	↗ On track Achieved a growth of 40.5% in Black and African management positions from 2020, with Black and African American employees representing 6.6% of management positions in the U.S.
Healthiest Workforce Score By 2025, 80% of Johnson & Johnson leaders and their managers* will be accountable to achieve ≥ 80% annual Healthiest Workforce Score.***		% of Johnson & Johnson leaders and their managers achieving ≥80% annual Healthiest Workforce Score.	80% of leaders and their managers	↗ On track 66% of Johnson & Johnson leaders and their managers achieved an ≥80% Healthiest Workforce Score.
Women in STEM'D By 2025, engage two million girls in STEM'D activities.****		# of girls who have participated in virtual or in-person activities led by employees in partnership with nonprofit partners.	2,000,000	→ Some progress Engaged 170,000 girls in 2022 through 230 events and 190 STEM'D.org activities for a total of 501,000 girls engaged.

For full details of our performance and notes on all data points, see our ESG Performance Data.

Select indicators ▼ Select years ▼ Bar chart Lines Table

Employee Data



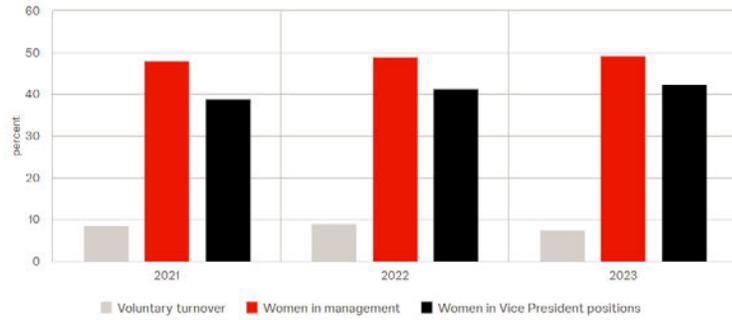
Indexed view Swap indicators/years

Print PNG XLSX

For full details of our performance and notes on all data points, see our ESG Performance Data.

Select indicators ▼ Select years ▼ Bar chart Lines Table

Employee Data



Indexed view Swap indicators/years Print PNG XLSX



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.



Advance our culture of inclusion and innovation

We know that the best ideas, the best solutions, happen when people bring their uniqueness to work with them. Inclusion is an integral part of how we leverage that uniqueness into our company. That's why we foster a culture of belonging and breakthroughs at Johnson & Johnson.

Build a diverse workforce for the future

We understand that one of the most effective ways of understanding and meeting the needs and desires of our diverse customers and patients is to have a workforce that reflects diversity.

Stronger together

Ever notice that you do your best work when you're seen, supported, respected, encouraged, and part of a team? Us, too.



We All Belong: 2023 DEI Impact Review

Our annual report on DEI practices blends data and impact examples to illustrate how we prioritize diversity, equity and



Supporting each other

Mentorship and community are part of our culture, formalized through groups of like-minded colleagues who support each other and influence company decisions.

 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

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.

 U.S. supplier spend and impact

Cumulative
economic impact
2x-3x

total U.S. spend with diverse and small businesses

\$3.9 billion

total U.S. spend with diverse and small businesses

45,000+

jobs supported through spend with diverse and small businesses in the U.S.

Home > Our people > Build the culture > Drive DEI maturity

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.

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

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.



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.



13,000+

employee promotions to new roles

80

years of Our Credo

800,000

courses of SIRTURO® delivered to fight multi-drug resistant tuberculosis since 2014

>\$5 billion

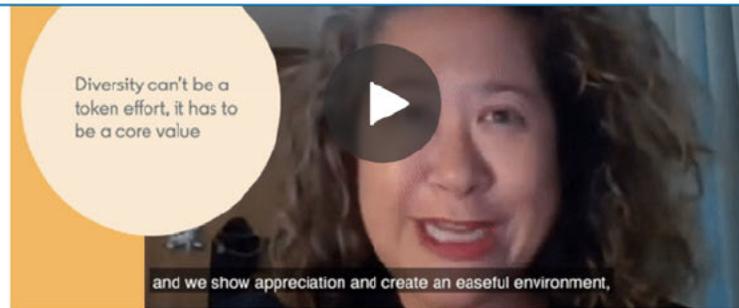
global impact spend with small and diverse suppliers

6

consecutive years of recognition with a CDP A-List rating for our leadership in climate action

\$3 billion

invested in externally sourced innovation



Diversity initiatives are now commonplace in most organisations, but truly delivering an inclusive workplace, where all talent feel engaged and that they have opportunities is still a hurdle in many organisations.

Recently LinkedIn spoke with Sarah McKenney, Head of Executive Search, Global Corporate Functions & Asia Pacific Commercial at Johnson and Johnson. Globally, the organisation has been recognised as one of the best places to work for disability and inclusion, as well as a global leader in LGBTQ equality.

Before taking on executive search, Sarah led Johnson & Johnson's diversity and inclusion efforts in Asia-Pacific. She shared her insights about building diverse talent pipelines and how remote work is delivering new opportunities.

“

We've been hearing the same words for a long time. Every company says they have plans for diversity, equity and inclusion, but how do they actually deliver?”

Scott Montemurno, Global Head of Talent Acquisition and Mobility at Johnson & Johnson