

Appendix A:

Diversity Interview with CEO and Vice-President of Johnson and Johnson Corporation

CEO

-Diversity, why are you so passionate about it?

There are two reasons why I feel so strongly about diversity. First of all, it is the right thing to do. If you look at the credo and responsibilities to our business, employees and shareholders, diversity is the right thing to be doing. But if you take it into the business segment and we look at the world we are living today that is changing so rapidly and people are so different not just in race and gender, also functional responsibilities, geographical responsibilities and operating groups we work in.

VP

The ultimate vision is JNJ winning in the market place.

We are not just doing diversity because it's a nice thing to do, we're doing it because we think we can gain market share from it. We think it will give us a greater appreciation and understanding of our customers and the ability to serve their needs better and if we can do that, we'll be not only the most comprehensive health care company in the world, we'll be the best health care company in the world.

CEO

Diversity is something that should be institutionalized in the way we do business. Is something that the individual has to feel passionate about, they have to believe in. And the organization we'll never be able to win in this area if the individual doesn't accept the challenge and that is to have the respect and dignity, to embrace diversity within the organization and to use that as a competitive advantage as we go forward in the marketplace. I think the challenge to the organization really is for everyone of us to own diversity and to make it part of our everyday business.

Chairman

Just think of JNJ, think of our customers, think of the entire world, think of our products, hundreds and thousands of different products- there's diversity right there.

What better way for us to understand our customers than to make sure that our workforce includes people from the same backgrounds as our customers?

- Do you see this as a unique moment and opportunity?

This is a unique moment, but it is an opportunity because of the diversity that we already have in the company. We have some of our companies at JNJ that have world-class benchmark diversity processes that are in place and they have been working on for some time. I think we will become the employer choice before some of our competitors and that's critical.

CEO

I think the organization has really responded and is out there trying to ensure that we are doing the right thing and by that I'm not just talking about the individual, I'm talking about appealing to. We look at some of the Hispanic advertising that goes on, for example, that we didn't do years ago.

Some of these things that are appealing to the business community. But I think that as an organization, we have made great strides, but when you look at where we can go, we have a long ways to go. So I think we can be much better. I think we have to really invigorate the organization and continue to do better, which is something that we have to always do.

Chairman

JNJ is about the business of curing disease, relieving suffering, improving and enhancing the quality of lives of the customers that we have and we think that by having a diverse workforce that is attuned to the needs of our customers we'll be able to win in the market place.

Source: Diversity at Johnson and Johnson. www.jnj.com.