



Case Study Analysis of Diversity and Inclusivity in the Workplace

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Introduction

Equity, diversity and inclusivity has emerged as a staple factor within all business globally with significant interest in the financial advantages it can offer. Recognition in embracing differences as apposite with regards to innovation and workforce productivity. An increasing number of the population are being diagnosed as neurotypical while previously this would have been regarded as a limitation their unique view and thought processes is now seen as a celebrated asset, (Iqbal, Q, *et al*, 2025). While this new concept of increased innovation and productivity is the focus of global business is fresh and exciting previous knowledge and achievements have created a foundation for a more inclusive workplace. Discrimination can come in all forms, gender, sexual orientation, culture, ethnicity or disability, and lead high turnover, lack of productivity and a disconnected work atmosphere. It is suggested that through diversity and inclusivity policies it can lead to open dialogues enabling individuals to share experience and perspectives promoting understanding and acceptance creating an innovative and productive workplace. This enables a company to increase staff retention and attract a higher calibre of potential future employees.

This report aims to analyse through a case study the diversity and inclusivity of Johnson and Johnson an innovative pharmaceutical company that operates on a global platform. By examining the company's history will give an insight on the core values and adjustments that have been needed to facilitate strategies to foster diversity and inclusion. By researching academic sources and information sourced directly through Johnson and Johnson to analyse their diversity and inclusive practices and how they contribute to any successes or failures. Exploring the impact on the organisation's performance through key factors such employees' reviews providing valuable insight into workplace culture. Awards and accolades from external organisations for areas surrounding diversity and inclusivity will provide critical analyst information with measurable contributions to the companies' diversity and inclusivity areas. Financial performance over a ten-year period will serve as an indicator to the success overall with potential information on how diversity and inclusivity has contributed to productivity and productivity.

Case Study Selection

The case study will be focused on an established organisation, Johnson and Johnson. A well renowned business which came into the American market in 1886 as a medical supplier in the mass production of antiseptic surgical supplies, (Johnson & Johnson, 2025). Set up by three brother's each with their own academic background in management, inventor erring and marketing, through these skill sets it opened an academic community who they could form relationships and benefit from inspiration to tackle relevant issues. It wasn't until 1893 that they produced a product that would make its way into every home as Johnson and Jonhson's baby talcum powder, and to this day is used daily. Innovation is at the forefront of this business with collectively over the last century they have contributed if not designed, production of medical plasters soaked in a sterile adhesive, cotton and gauze dressings and the introduction of using heat, steam and pressure to sterilise dressing going into the operating rooms, (Companies History, 2022).

Johnson and Johnson are structured to be the house name of over 250 companies covering three main segments of the market Pharmaceutical, consumer health and medical devices. As of 24th December 2024, a combined employees totalled 138,100 over all segments of Johnson and Johnsons with a revenue of £88,000, (Stock Analysis, 2025).

Analysis of Diversity and Inclusivity Practices

Diversity and inclusivity have become the forefront of Human resources throughout education and businesses, with an ever-changing demographic society, diverse

cultural family dynamics are changing the workforce. An article issued by McKinsey, (2015), suggests that through their research has shown that companies in the top ten quartile for gender and ethnical diversity workforce are more likely to higher financial returns. Although there are many articles who view this an article written for the Journal of business ethics suggests that having a board with both sexes make safer business choices offer less financial risk in turn retaining finances and making the business more valuable, (Reguera-Alvarado, N, *et al.* 2017). Diversity can be seen as the first step towards equality within the workforce, inclusion offers an employee an opportunity to feel included and valued and in turn offer high innovation. It is suggested that inclusive companies are more likely to be innovation leaders, (Watts, A., 2025).

According to Johnson and Johnson diversity and inclusivity has been at the forefront of their company when it started in 1908 with their hire of a female scientist a significant step for that time, (Johnson & Johnson, 2024). Over the years the company has shown dedication to advanced programmes specifically to driving meaningful changes in creating a working environment that is diverse in culture. This commitment is reflected through several programmes implemented within Johnson and Johnson to promote their equity, diversity and inclusivity policy. Emphasis on four pillars that are interconnected to work together creating a framework for action and accountability ensuring inclusivity, (Johnson and Johnson, 2023). The vision of “Be yourself, change the world” underscores the belief that being authentic within the workplace can lead to greater innovation. Their mission statement “Make diversity, equity and inclusion how we work every day” underpins the ambition of diversity and inclusivity to be adopted within their daily operations and workplace culture.

Multiple studies have been conducted were subject matters of inclusivity cover gender diversity, cultural diversity or any forms of underrepresentation within a workplace, (Jennings, C., *Et al*, 2019). A study conducted for the international journal of applied and advanced scientific research, fostering inclusive leadership improves innovation and profits the organisation financially, (Celestin, M., & Vanitha, N., 2020). According to the Wall Street Journal Johnson and Johnson are mixed within their executives and chairman's positions consisting of diverse sexual orientation, (Wall Street Journal, 2025). Chairman of the board Joaquin Duato led a summit in 2024 discussing employee resource groups were uniting employees through life experiences and shed identities to help adopt a community within Johnson and Johnson. The Linken in post emphasised his desire to communicate with employees of other companies to share experience of similar experiences in their workplaces this

suggesting his desire to improve Johnsons and Johnson work ethos on diversity, (Duato, J, 2024). Marillyn Hewson another member of the board of directors has an extensive history of advocating for diversity and inclusivity within the workplace, while working for Lockheed Martin she was the driver of women equality implementing programmes to promote diversity in leadership through STEM programmes (Bakeieam, 2023). These programmes have been instilled throughout Johnson and Johnson with Stem initiatives and grant programmes. Head of research and development for Johnson and Johnson Xiao-Yu Song was cited at a Q&A session in the Women in Ophthalmology summer summit that Johnson and Johnson vision for diversity and gender equality is to “advance the culture of inclusion and innovation”, “building a diverse workforce for now and the future” and “ Use the role as we have as leaders”. Through collaboration with external groups Johnson & Johnson are using their knowledge to sponsor disadvantaged groups such as the society of women engineers, (Q&A, 2022). It seems that through multiply agencies that fall under the umbrella of Johnson and Johnson there is a great focus on gender diversity this is supported Liz Dooley director of operation of Janssen scientists Ireland where there has been built relationships between colleges and university to support women to enrol in sciences, (Silican Republic, 2017).

At a U.S chamber of commerce meeting in 2020 Chief diversity and Inclusion officer Wanda Bryant Hope suggested that the rapidly changing world with the sixty plus generation growing and generation z impacting the marketplace with purchases based on how a company acts and aligns with their moral values. In turn offering alignment to market trends through diversity and inclusion gives business value and is looked at through Johnson and Johnson as a business plan, (U.S Chambers International, 2020). Through this conversation a suggestion was made that diversity would stand differently through different areas however inclusivity would be the same. However, the latest available report in 2022 showed that management in America has hit their 36% target for diversity achieving their health for humanity goal, (Market Line, 2023).

Johnson and Johnson have played an active part in employing with disabilities by being an active member of The Valuable 500. The organisations represent five hundred companies working together to end disability exclusion through implementing key performance indicators using three collective actions leadership, reporting and representation. Key performance indicators set out by The Valuable 500 include workforce representation, leadership goal setting, training, employee resource groups, and digital accessibility, (The Valuable 500, 2023). According to the most recent annual report for Johnson and Johnson for 2024 there is no

representation of any reporting KPI's representing disabilities recorded, however there is a statement that suggests "Employees are guided by Our Credo, which sets forth the Company's responsibilities to patients, consumers, customers, healthcare professionals, employees, communities and shareholders", (Johnson and Johnson, 2025).

Impact on Organisation Performance

Employees feedback can be a valuable tool to have an insight into the functionality of a company, regardless of how a company portrays itself. For higher management using experiences and suggestions from previous and current employees will give a greater understanding on whether policies and practices are being fed down correctly or are working within the workforce.

Statistics collected on Glassdoor support Johnson and Johnsons claim on equity, diversity and inclusion offering a 4.2 out of 5 rating out of the 1602 employees who expressed their view on the site. While the rating is of a good standard considering the current employees of 138,100 this only gives a small selection of views.

Collectively analysing independent reviews highlights suggest that they provide a good work life balance with a great culture while negative highlights suggest that management issues and long hours is leading to burn outs. Despite this Glassdoor awards Johnson and Johnson, a maintained positions in the top 40 for the last 5 consecutive years, (Glassdoor, 2025). This is supported on Indeed with employee's feedback that "People at Johnson and Johnson care for each other", and "Culture is inclusive, respectful, and all-round pleasant.", (Indeed,2024).

In 2023 Johnson and Johnson earned recognition with numerous awards for their contribution to equity, diversity and inclusivity. Fair 360 previously known as Diversity Inc awarded Johnson and Johnson a top 50 position for Best place to work award for 2023. This is significant award set out by a company who benchmarks and sets out best practices for fair and inclusive workplaces offers recognition to offering an environment where diversity thrives, and employee's feel valued, (Fair 360, 2025).

Supporting this claim Forbes awarded the Best at diversity awards 2023, consideration for this award certain criteria must be established including not limited to investing time and money into long term goals, (Peachman, R, 2023). Through the research obtained it is clear the gender equality is important to Johnson and Johnson and has been a significant factor since the start of the company it is no surprise that they have been awarded WGEA employer of choice for gender equality, the company for executive women and FKI diversity for success, (FKI, 2023), (WGEA, 2024). It is relevant to indicate that rewards received are based on organisations within America and Europe.

Financial performance can potentially give an insight into the productivity and innovation and could be an indicator of the impact of diversity and inclusivity policies have played. As stated, previously it is considered that there are financial benefits for providing inclusivity and diversity within the workplace, to analysis this a review of Johnson and Johnsons health against humanity reports for the previous three years. Initial analysis of Johnson and Johnson annual reports would give an inaccurate review of productivity and performance due to an ongoing lawsuit. A combination of sixty-two thousand individual lawsuits which has lead Johnson and Johnson to pursue bankruptcy, (Zacks equity research, 2025).

In 2021 the first Health for Humanity report for 2020 was released where it set out goals for 2050, at this point they reported that 46% of management roles were held by women and 53% of new employees were also women. While also their Credo survey created a participation rate of 93% with 89% where in favour of the health for humanity goals. "The people" are incorporated within their 2025 goals where they have set out that 50% of management should women, 35% of Management will be of ethnic or racial diversity in management and a 50% growth of African American and black in management, (Johnson and Johnson, 2021). However, the health for humanity report published in 2022 for the year 2021 comparisons for participation rates were compared to 2019, significantly as the rate had decreased to 91% with 82% in favour of the set goals. Social and economic factors are likely to have caused a part in this with Covid 19 restrictions, remote learning and furlough reducing interactions. Nevertheless, they maintained targets set by their humanity goals, 48% of management roles were held by women, 34% of ethnic and racial parties were in management in the United States and 6% of management positions in the United States were held by black and African American employees representing growth of 25%, (Johnson and Johnson, 2022) By 2022 it was reported that they had achieved ethnic, or racially diverse management was above target at 36%, however the women in managerial roles was just below target at 48% and 40.5% growth of black and

African management, (Johnson and Johnson, 2023). Further access to Johnsons and Johnsons humanity reports were inaccessible, considering information that has been reported it is evident that gender diversity and racial diversity is at the forefront of their inclusion and diversity policies.

Conclusion

In conclusion Johnson and Johnson are committed to equity, diversity and inclusion and has played a critical role in the culture of the workplace. Gender diversity has clearly played a role within Johnson and Johnson and is embedded into its core values, from the first female scientist in 1908 to current initiatives in gender and racial diversity. Comprehensive diversity and inclusivity policies structure around four interconnecting pillars emphasise the importance of fostering an inclusive workplace. Through analysis of employee feedback, health against humanity reports and awards it is evident that focus on diversity and inclusivity has contributed to employee retention and a happy workforce contributing to its reputation of top employer.

However, despite the focus on inclusivity and diversity there have been challenges hindering diversity goals impacted by ongoing lawsuits impacting financial growth. However, it continues to provide employee satisfaction and workplace culture through its commitment.

Overall, Johnsons and Johnsons approach to diversity and inclusivity is contributing to the ability to remain innovative and competitive globally. Providing that an amicable solution is found to the ongoing lawsuit, Johnson and Johnson will continue to grow its diversity and inclusivity goals and contribute to ongoing success.

Recommendations

Throughout this report there has been significant emphasis by Johnson and Johnson for gender diversity, however it is relevant to consider that this has excelled before diversity and inclusion became a subject matter, therefore it can be seen as an unmeasurable in success. Although gender diversity is an asset to Johnson and Johnson with a focus on ethnic and racial minorities recording other aspects of diversity would be beneficial. American Airlines have incorporated religion into their diversity, equity and inclusion policy believing understanding religious groups offer a greater understanding towards their customer base, (American Airlines, 2023). While Johnson and Johnson have made significant strides in diversity it appears that recorded details of inclusion are not communicated through their health for humanity reports. Although they offer employee resource groups within the company it is clear through Glass Door that interviews and management level employees do not foster inclusion unlike employers such as Air BnB. Scoring 100% on their diversity, equity and inclusion evaluation they have taken steps to accommodate disabilities through every process including recruitment, (Equidox, 2021)

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