

# Data Summary

See below for the summary of key performance data from this report. For information on data timeframe, boundaries and assurance, please see [About This Report](#).

METRIC	UNIT	2016	2015	2014	2013	2012
<b>Serious injury/illness rate</b> <sup>1,2,3</sup>	Incidents per 100 employees	0.05	0.069	0.059	0.020	0.027
<b>Lost workday case rate</b> <sup>1,3</sup>	Incidents per 100 employees	0.08	0.08	0.11	0.11	0.09
<b>Fleet car accidents</b> <sup>4</sup>	Injuries per million miles driven	6.03	6.01	5.95	6.14	5.82
<b>Ergonomic injuries</b> <sup>1,3</sup>	Percentage of lost workday cases	33	33	25	34	33
<b>Contractor lost workday case rate</b> <sup>3</sup>	Incidents per 100 contractors	0.13	0.18	0.16	0.12	0.17
<b>Safety non-compliances</b> <sup>1,3,5</sup>	Number of findings	182	398	192	7	6
<b>Safety fines paid</b> <sup>1,3</sup>	U.S. dollars	0	675	7,488	205,000	648
<b>Environmental non-compliances</b> <sup>1,3</sup>	Number of findings	144	77	72	45	29
<b>Environmental fines paid</b> <sup>1,3</sup>	U.S. dollars	0	3,800	416,195	0	3,500
<b>Accidental releases</b> <sup>1,3</sup>	Number of events	17	30	24	7	8
<b>OHSAS certifications</b> <sup>3,6</sup>	Percent of manufacturing/R&D facilities with certification	33	37	30	28	25
<b>ISO 14001 certifications</b> <sup>3,6</sup>	Percent of manufacturing/R&D facilities with certification	94	96	95	95	93
<b>Energy use</b> <sup>3,7,14</sup>	Terajoules	12,642	12,557	12,678	12,827	12,481
<b>Facility CO<sub>2</sub>e (MT)</b> <sup>3,15</sup>	Metric tons	1,194,691	1,176,602	1,188,823	1,210,928	1,210,863
<b>On-site clean or renewable energy capacity, installed or in progress</b>	Megawatts	54.4	54	55.7	47.68	45.58
<b>CO<sub>2</sub> project capital spend</b>	Energy/CO <sub>2</sub> project spend, \$MM	30.3	26.5	34.4	37.6	22.2
<b>CO<sub>2</sub> project results</b>	Cumulative CO <sub>2</sub> emissions avoided annually, thousand metric tons	247.6	228	213.9	181.5	145.9
<b>Water use</b> <sup>3,6,7,8</sup>	Million m <sup>3</sup>	10.83	10.74	11.30	11.31	11.04
<b>Recycled water use</b> <sup>3,6</sup>	Million m <sup>3</sup>	0.88	0.75	0.79	0.74	0.59
<b>Wastewater discharged</b> <sup>3,6,7,8</sup>	Million m <sup>3</sup>	8.1	8.58	8.46	8.27	8.04
<b>Non-hazardous waste disposed</b> <sup>3,6,7,9</sup>	Million kg	53.18	45.27	45.24	45.11	44.77
<b>Hazardous waste disposed</b> <sup>3,6,7,9</sup>	Million kg	30.38	34.70	38.48	33.20	29.43
<b>Waste site remediation</b> <sup>3</sup>	Number of active remediation sites	18	21	22	21	21
<b>Total waste disposed off-site</b> <sup>3,6,7,9</sup>	Million kg	83.56	79.98	83.72	78.31	74.20
<b>Total waste generated</b> <sup>3,6,7,9</sup>	Million kg	177.92	171.67	175.95	168.50	157.27
<b>Sulfur dioxide emissions (SO<sub>2</sub>)</b> <sup>3,6,7,10</sup>	Metric tons	68	63	65	54	52
<b>Mono-nitrogen oxides (NO<sub>x</sub>) emissions</b> <sup>3,7,10</sup>	Metric tons	292	287	289	288	270
<b>Hazardous air pollutant emissions</b> <sup>3,7,11</sup>	Metric tons	54	53	55	53	36
<b>Volatile organic compound emissions</b> <sup>3,7,11</sup>	Metric tons	878	1,299	1,367	1,069	1,244
<b>Particulate matter emissions</b> <sup>3,7,11</sup>	Metric tons	182	156	150	211	125
<b>Refrigerant emissions</b> <sup>3,7,11</sup>	Metric tons	12.91	10.24	8.43	7.47	8.96
<b>Ozone depleting substances</b> <sup>3,7,11</sup>	Metric tons	3.6	3.6	2.1	3.5	3.5
<b>Greener products</b> <sup>7</sup>	Cumulative number of EARTHWARDS® products	93	80	73	52	33
<b>LEED buildings</b> <sup>7</sup>	Number certified	31	29	25	20	15
<b>Suppliers participating in CDP Supply Chain - Climate Change program, at Johnson &amp; Johnson request</b>	Number of suppliers	225	181	173	139	129
<b>Women on the Board of Directors</b>	Number	2	3	3	3	3
<b>Women on the Board of Directors</b>	Percent <sup>12,13</sup>	20	27	23	25	23
<b>Women in workforce</b>	Percent of female employees <sup>12,13</sup>	46.0	45.4	45.4	46.5	47.5
<b>Minority/Women-Owned Business Enterprise spend</b>	U.S. dollars, millions	1,301	1,391	1,522	1,357	1,234
<b>Small business spend</b>	U.S. dollars, millions	2,692	2,951	3,200	2,700	2,731
<b>Number of Minority/Women-Owned Business Enterprise suppliers</b>	Total number	1,260	1,900	1,500	1,600	1,700
<b>Veteran-Owned Business spend</b>	U.S. dollars, millions	78	90	82	85	101
<b>Lesbian/Bisexual/Gay/Transgender-Owned Business spend</b>	U.S. dollars, millions	1.0	1.3	2.4	1.5	1.6
<b>Minority/Women-Owned Business Enterprise supplier spend</b>	Percent of Minority/Women-Owned Business Enterprise spend	9.9	9.7	11.8	8.3	8.4
<b>Operations &amp; Statistical Data</b>						
<b>Sales</b>	U.S. dollars, millions	71,890	70,074	74,331	71,312	67,224
<b>Sales</b>	Percent change over previous year	2.6	5.7	4.2	6.1	3.4
<b>Net Earnings</b>	U.S. dollars, millions	16,540	15,409	16,323	13,831	10,853
<b>Net Earnings</b>	Percent change over previous year	7.3	5.6	18	27.4	12.2
<b>Market price per share (year-end close)</b>	U.S. dollars, millions	115.21	102.72	105.06	92.35	69.48
<b>R&amp;D expense</b>	U.S. dollars, millions	9,095	9,046	8,494	8,183	7,665
<b>R&amp;D expense</b>	As percent of sales	12.7	13	11.4	11.5	11.4
<b>Operating companies</b>	Number (approximate)	230	250	265	275	275
<b>Employees</b>	Number (approximate)	126,400	127,100	126,500	128,100	127,600
<b>Effective income tax rate</b>	Percent of income	16.5	19.7	20.6	10.6	23.7
<b>Advertising costs</b>	U.S. dollars, billions	2.4	2.5	2.6	2.5	2.3
<b>Advertising costs</b>	As percent of sales	3.3	3.6	3.5	3.5	3.4
<b>Charitable contributions</b>	Total U.S. dollars, billions	1,194	1,040	1,080.4	993	966.3
<b>Charitable contributions</b>	As percent of pretax income	6.0	5.4	5.3	6.4	7
<b>Charitable contributions</b>	Non-cash	1,006	877	908.7	835.5	835

<sup>1</sup>Includes data from all manufacturing, R&D, warehouse, distribution center and office building locations, unless otherwise noted.

<sup>2</sup>In 2014, the Serious Injury and Illness Case rate definition was changed to include continuous impairment and surgical intervention.

<sup>3</sup>Does not include data from acquisitions that have been part of the company for less than three years.

<sup>4</sup>In the United States, limited data from a subset of Synthes operations are not yet reflected in these numbers. SAFE Fleet data are collected on employees of Johnson & Johnson and its subsidiaries who drive company-owned or -leased, and personally owned vehicles for Company business. Employees in the latter category are those who: 1. Drive for Company business as a "regular part" of their job, and 2. Employees who receive a car allowance to purchase their own vehicle, and/or those who are reimbursed for vehicle expenses such as fuel, maintenance, insurance and other miscellaneous charges associated with vehicle upkeep, and/or those who receive a regular mileage allowance.

<sup>5</sup>Tracking of non-compliance expanded in 2014 to include several new categories not captured in previous reporting (fire code, food service, elevators, and health clinics).

<sup>6</sup>Includes data from all manufacturing and R&D locations.

<sup>7</sup>Data have been adjusted to reflect acquisitions and divestitures.

<sup>8</sup>Our Vistakon Limerick site implemented a project to reduce energy consumption and GHG emissions by implementing a once-through non-contact cooling loop in 2010. Given the location of the operation, and type of water use, we did not require them to report this water in their water use volumes, or water discharge volumes. Their adjustment represents the volume of water they discharge to surface. Our Zuchwil Synthes Switzerland site now has the same technology in place, and therefore a similar adjustment has been done for this site as well. As this was only identified for the 2016 data, adjustments have been made for prior year published data (2013-2014-2015).

<sup>9</sup> Includes data from J&J Indonesia which was not included in 2015 data.

<sup>10</sup>Calculated.

<sup>11</sup>Calculated/measured.

<sup>12</sup>2012 and 2013 data are from our North American region.

<sup>13</sup>2014-2016 are Global data.

<sup>14</sup>Includes site-specific data from all Johnson & Johnson-owned and leased sites over 50,000 square feet, as well as all manufacturing and R&D sites, including those under 50,000 square feet, unless otherwise noted.

<sup>15</sup>Emissions data are adjusted for prior years due to divestitures, acquisitions and updated emissions factors. As a result, data presented here will not correspond to the figures in the 2015 Report or those submitted to CDP in the respective years.