

Data Summary

This summary provides key performance data across our priority topics organized according to the five sections of the 2017 Health for Humanity Report. Additional data can be found throughout the report and in the [2017 Health for Humanity 2020 Goals Progress Scorecard](#). For certain data categories, 2017 is the first reporting year.

Business Performance

	2015	2016	2017
Number of countries of operations (more than)	60	60	60
Number of operating companies (more than)	250	230	260
Total sales (millions)	\$70,074	\$71,890	\$76,450
Net earnings (millions)	\$15,409	\$16,540	\$1,300
Market price per share (year-end close)	\$102.72	\$115.21	\$139.72
Sales by business segment			
Pharmaceutical (millions)	\$31,430	\$33,464	\$36,256
Medical Devices (millions)	\$25,137	\$25,119	\$26,592
Consumer (millions)	\$13,507	\$13,307	\$13,602

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Better Health For All

	2015	2016	2017
U.S. Pharmaceutical product portfolio, % change vs. prior year ¹			
Average list price change ²	9.7%	8.5%	8.1%
Average net price change ³	5.2%	3.5%	-4.6%
Number of products on the WHO List of Prequalified Medicinal Products, cumulative			5
Number of health workers educated ⁴		84,000	81,000
Corporate giving (grants and contributions)			
Total contributions, cash and products (millions)		\$1,194	\$1,469
Cash contributions (millions)		\$188	\$227
Cash contributions through Employee Matching Gifts Program (millions)		\$13	\$16
Non-cash contributions (millions)		\$1,006	\$1,242
Number of corporate giving programs in portfolio (approximate)		500	\$387

¹Annual percent change vs. prior year calculated at product level and weighted across the Company's U.S. Product Portfolio.

²Represents the year-over-year change in the average list price, or wholesale acquisition cost (WAC).

³Represents the year-over-year change in the average net price, which is WAC less rebates, discounts, and returns.

⁴These data are reported as cumulative 2016-2017 progress for the Health Workforce focus area as part of our UN SDG Commitments. See [UN SDG Progress Scorecard](#).

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Innovation

	2015	2016	2017
Total R&D expense (millions)	\$9,046	\$9,095	\$10,600
Number of Pharmaceutical products in late stage U.S. development (Phase 3) or filed as of Q4 2017			42
Number of Pharmaceutical products approved by U.S. FDA in the last five years (2013 - 2017)			7
Number of breakthrough therapy designations by U.S. FDA for therapies under development in the last five years (2013 - 2017)			8
Number of Medical Devices products launched ¹			37
Number of Medical Device products that received U.S. FDA Humanitarian Device Exemption designation in the last four years (2013 - 2017)			2
Number of Consumer products launched			1,493
Percentage of employees involved in R&D activities ²			15.9%

¹Number of medical devices launched is estimated; 4 Consumer medical devices confirmed and 33 hospital medical devices not confirmed by Corporate Internal Audit.

²Includes employees classified under job functions of R&D and Engineering.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Our People

	2015	2016	2017
Global Workforce¹			
Total number of employees	127,100	126,400	134,000
Women	45.4%	46.0%	46.5%
Men	54.6%	54.0%	53.5%
Employees by Employment Type, by Gender¹			
Full-time employees			
Women	44.0%	44.7%	45.3%
Men	56.0%	55.3%	54.7%
Part-time employees			
Women	84.1%	84.8%	84.8%
Men	15.9%	15.2%	15.2%
Employees by Region, by Gender¹			
Asia Pacific			
Women	41.1%	42.5%	43.8%
Men	58.9%	57.5%	56.2%
Europe, Middle East & Africa			
Women	46.8%	47.5%	48.2%
Men	53.2%	52.5%	51.8%
Latin America			
Women	47.4%	47.5%	48.6%
Men	52.6%	52.4%	51.5%
North America			
Women	45.5%	45.7%	45.5%
Men	54.5%	54.3%	54.5%

¹All percentages are based on employee headcount data from Human Resources Information Systems (HRIS). HRIS headcount methodology differs from that used for the headcount in the Annual Report/Form 10-K. HRIS data exclude employees on long-term disability, fixed-term employees, interns/co-ops/students, and newly acquired Abbott Medical Optics employees.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Our People

	2015	2016	2017
New Employee Hires¹			
New employee hires, by gender			
Women	49.9%	51.1%	51.3%
Men	50.1%	48.8%	48.7%
New employee hires, by age			
Under 30	48.9%	46.5%	44.7%
30 - 50	46.2%	48.8%	47.6%
50+	5.0%	4.7%	7.7%
New employee hires, by region			
Asia Pacific	26.1%	24.0%	24.2%
Europe, Middle East & Africa	29.2%	28.6%	24.8%
Latin America	13.1%	19.6%	17.9%
North America	31.6%	27.8%	33.1%
U.S. Employees Who Returned to Work After Parental Leave¹			
Total returned		96.9%	91.0%
Women returned		94.5%	91.0%
Men returned		99.8%	91.0%

¹All percentages are based on employee headcount data from Human Resources Information Systems (HRIS). HRIS headcount methodology differs from that used for the headcount in the Annual Report/Form 10-K. HRIS data exclude employees on long-term disability, fixed-term employees, interns/co-ops/students, and newly acquired Abbott Medical Optics employees.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Our People

	2015	2016	2017
Gender Diversity by Job Category¹			
Vice Presidents			
Women	31.3%	31.9%	33.1%
Men	68.7%	68.1%	66.9%
Managers and Directors			
Women	42.8%	43.8%	44.7%
Men	57.2%	56.2%	55.3%
Professional category			
Women	47.7%	48.9%	47.2%
Men	52.3%	51.1%	52.8%

Age Diversity by Job Category¹

Vice Presidents			
Under 30	0%	0.1%	0%
30 - 50	41.6%	45.9%	45.6%
50+	58.4%	54.0%	54.4%
Managers and Directors			
Under 30	1.4%	1.3%	1.3%
30 - 50	72.2%	74.7%	74.3%
50+	26.4%	23.9%	24.4%
Professional category			
Under 30	19.6%	19.5%	20.8%
30 - 50	63.8%	65.4%	62.3%
50+	16.7%	15.1%	17.0%

¹All percentages are based on employee headcount data from Human Resources Information Systems (HRIS). HRIS headcount methodology differs from that used for the headcount in the Annual Report/Form 10-K. HRIS data exclude employees on long-term disability, fixed-term employees, interns/co-ops/students, and newly acquired Abbott Medical Optics employees.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Our People

	2015	2016	2017
Ethnic Diversity in the U.S. by Job Category¹			
Vice Presidents			
Minority	22.6%	20.1%	24.0%
White	77.4%	79.4%	76.0%
Managers and Directors			
Minority	27.1%	25.8%	28.5%
White	72.9%	74.2%	71.5%
Professional category			
Minority	25.2%	22.8%	31.2%
White	74.8%	77.2%	68.8%
Diversity in the Board Composition			
Women on the Board	27%	20%	20%
Minorities on the Board	27%	30%	30%
Employee Safety, Global			
Lost Workday Case rate ²	0.08	0.08	0.08
Total Recordable Injury rate	0.56	0.44	0.36
Serious Injury and Illness Case rate	0.069	0.05	0.054
Number of fatalities	0	1	0
Crashes Per Million Miles (CPMM) rate ³	6.01	6.03	5.94
Injuries Per Million Miles (IPMM) rate ³	0.07	0.08	0.07

¹All percentages are based on employee headcount data from Human Resources Information Systems (HRIS). HRIS headcount methodology differs from that used for the headcount in the Annual Report/Form 10-K. HRIS data exclude employees on long-term disability, fixed-term employees, interns/co-ops/students, and newly acquired Abbott Medical Optics employees.

²“Lost days” are calendar days counted beginning the day after an incident has taken place.

³CPMM and IPMM rates are based on SAFE Fleet data. Rate calculation methodology uses both actual and estimated data on miles driven. We collect SAFE Fleet data on employees 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) receive a car allowance to purchase their own vehicle, and/or are reimbursed for vehicle expenses such as fuel, maintenance, insurance and other miscellaneous charges associated with vehicle upkeep.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Our People

	2015	2016	2017
Employee Safety, by Region			
Lost Workday Case rate ¹			
Asia Pacific	0.06	0.06	0.04
Europe, Middle East & Africa	0.05	0.05	0.04
Latin America	0.02	0.04	0.03
North America	0.13	0.13	0.14
Total Recordable Injury rate			
Asia Pacific	0.2	0.17	0.12
Europe, Middle East & Africa	0.49	0.39	0.26
Latin America	0.77	0.44	0.31
North America	0.73	0.59	0.56
Serious Injury and Illness Case rate			
Asia Pacific	0.032	0.031	0.026
Europe, Middle East & Africa	0.023	0.022	0.017
Latin America	0.015	0.029	0.026
North America	0.129	0.081	0.101

¹“Lost days” are calendar days counted beginning the day after an incident has taken place.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Environmental Health

	2015	2016	2017
Certifications and EHS Compliance			
Number of manufacturing and R&D sites certified to ISO 14001	106	101	102
Percentage of manufacturing and R&D sites certified to ISO 14001	96%	94%	94%
Percentage of manufacturing and R&D sites certified to OHSAS	37%	33%	33%
Number of environmental non-compliances	77	144	64
Fines paid for environmental non-compliances	\$3,800	0	0
Energy Use¹			
Total energy use (TJ)	12,999	12,811	12,685
From renewable sources	171	174	1,816
From non-renewable sources	12,828	12,637	10,869
Energy intensity ratio (TJ/billion USD) ²	179	176	164
Percent change in energy intensity compared to 2010 baseline (TJ/billion USD) ²	-17	-19%	-24%
Purchased Energy Use, by Type (TJ)³			
Electricity	6,665	6,579	6,352
Natural gas	5,285	5,116	4,892
Diesel	582	631	929
Direct heating/cooling	199	216	238
Propane	88	82	64
Biogas	0	0	23
Fuel Oil	15	15	15
Total purchased energy	12,834	12,639	12,512

¹Includes site-specific data from all Johnson & Johnson-owned and -leased sites over 50,000 square feet, as well as manufacturing and R&D sites under 50,000 square feet, unless otherwise noted.

²Our diverse product portfolio makes it difficult to track an organization-specific metric, therefore we use revenues a denominator for energy intensity. Energy intensity ratio includes electricity, stationary fuels, and district heating and cooling.

³Includes site-specific data from all Johnson & Johnson-owned and -leased sites over 50,000 square feet, as well as manufacturing and R&D sites under 50,000 square feet, unless otherwise noted.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Environmental Health

	2015	2016	2017
On-Site Generated Energy Use, by Type (TJ)¹			
Co-generation	610	627	581
Solar PV	77	85	82
Wind	57	60	65
Geothermal	29	25	24
Fuel cell	26	26	24
Biomass	2	2	2
Total on-site generated energy	801	825	778

¹Includes site-specific data from all Johnson & Johnson-owned and -leased sites over 50,000 square feet, as well as manufacturing and R&D sites under 50,000 square feet, unless otherwise noted.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Environmental Health

	2015	2016	2017
Greenhouse Gas Emissions¹			
Scope 1 GHG emissions by source (MT CO ₂ e)			
Facilities	311,583	317,369	315,310
Aviation	9,855	11,751	11,757
Sales fleet	127,640	134,502	123,179
Scope 2 GHG emissions, facilities (MT CO ₂ e)			
Location-based	724,819	694,257	673,945
Market-based ²			601,043
Scope 3 GHG emissions, business travel (MT CO ₂ e)	248,282	183,525	168,146
Scope 3 GHG emissions, downstream product transportation (MT CO ₂ e)	52,537	48,561	Avail 12/2018
Scope 3 GHG emissions, fuel- and energy-related activities (MT CO ₂ e)	53,155	52,815	46,524
GHG emissions intensity ratio (Scope 1 and Scope 2) per revenue (MT CO ₂ e/million USD)	17	16	14
Percent decrease in GHG emissions intensity (Scope 1 and Scope 2) per revenue compared to 2010 baseline (MT CO ₂ e /million USD)	9.8	10.4	37

¹GHG emissions were third-party assured by ERM Certification and Verification Services Inc. in 2015-2017. In accordance with guidance from World Resources Institute Corporate Accounting and Reporting Standard, we restated the 2015 and 2016 values to reflect newly released electricity grid emission factors as well as addition or removal of acquisitions and divestitures. We do not currently use purchases, sales or transfers of offsets. Gases covered in these calculations include CO₂, CH₄, and N₂O. Hydrofluorocarbons (HFCs) are disclosed in [EHS&S Governance](#). Perfluorinated chemicals, sulfur hexafluoride and nitrogen trifluoride do not result from our operations. We do not calculate or report biogenic CO₂ emissions in MT CO₂e separately from the gross direct (Scope 1) GHG emissions. Electricity emission factors are obtained from the International Energy Agency's CO₂ Emissions from Fuel Combustion Report and the United States Environmental Protection Agency's eGRID publication for location-based Scope 2 reporting, and from supply contracts and residual emission factors, where available, for market-based Scope 2 reporting. Fuel emission factors are obtained from the EPA Climate Leaders publication. Global Warming Potentials are obtained from the Intergovernmental Panel on Climate Change Fifth Assessment Report. The chosen consolidation approach for emissions is operational control.

²We haven't previously reported Scope 2 emissions using the market-based method. Starting from 2017, we are reporting Scope 2 emissions using both location-based and market-based methods, based on the latest Scope 2 guidance from the World Resources Institute in the Corporate Accounting and Reporting Standard.

About

 Message from
Alex Gorsky

Year In Brief

 Sustainability
Approach

 Progress on
Commitments

 Better Health
for All

Innovation

Our People

 Environmental
Health

 Responsible
Business
Practice

Appendix

References

Environmental Health

	2015	2016	2017
Air Emissions, by Category (MT)			
Hazardous air pollutants	53	54	50
Volatile organic compounds (VOCs) ¹	1,299	878	986
Particulate matter emissions (PM) ¹	156	182	205
Refrigerant emissions	10.2	12.9	6.1
Ozone Depleting Substances (ODS) emissions	3.6	3.6	2.4
Sulfur oxides (SO ₂) ¹	63	68	99
Mono-nitrogen oxides (NOx)	287	292	290
Water Use (million m³)²			
Total water use	10.74	10.8	11.5
Total water recycled and reused	0.75	0.88	0.91
Total water discharge	8.58	8.08	7.8
Operational Waste (MT)			
Total waste generated	171,667	177,918	189,434
Hazardous waste	55,770	52,392	51,702
Non-hazardous waste ³	115,896	125,526	137,732

¹Increases in VOCs, PM and SO₂ emissions in 2017 compared with 2016 were largely driven by the use of emergency generators at Puerto Rico, U.S. sites in the aftermath of Hurricane Maria.

²Where relevant, prior year data have been restated, reflecting improvements in data quality over time.

³Our total non-hazardous waste increased by 9.7% in 2017 compared with 2016 for several reasons, including production volume increases, inclusion of previously untracked waste streams into our reporting, and waste generated as a result of natural disasters such as Hurricane Maria (Puerto Rico sites), and flooding event in Johnson & Johnson Greece site.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Responsible Business Practice

	2015	2016	2017
Product Quality			
Number of regulatory inspections of Johnson & Johnson sites by worldwide health authorities			557
Percentage that resulted in zero observations			71%
Number of FDA inspections of Johnson & Johnson sites			63
Percentage that resulted in zero observations			83%
Average number of observations per FDA inspection			0.7
Number of internal independent audits to ensure compliance with Johnson & Johnson Quality Policy & Standard			179
Number of FDA Warning Letters issued, total for enterprise			0
Number of FDA Warning Letters issues, by business segment			
Pharmaceutical segment			0
Medical Devices segment			0
Consumer segment			0
Global product recall rate ¹			0.133%

¹Product recall rate is defined as number of lots removed from market per total globally manufactured, based on all field actions that are removals.

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Responsible Business Practice

	2015	2016	2017
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Business Ethics

Complaints Brought through the Credo Hotline, by Category

Human Resources-related			59%
General information questions			12%
Financial-related			10%
Other (privacy, general security, EHS&S, etc.)			11%
Healthcare compliance-related			6%
Quality assurance-related			2%

Number of escalated ethics/compliance-related cases, for which investigation was initiated through Triage Committee Process

Healthcare compliance-related			54%
Financial-related			34%
Other (legal, quality, anti-trust, product registration, privacy, etc.)			12%

Supplier EcoVadis Assessments

EcoVadis assessments completed	412	496	685
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Supplier risk ranking based on EcoVadis assessments

Low-risk	222	230	342
Medium-risk	183	223	301
High-risk	7	43	42

About

Message from Alex Gorsky

Year In Brief

Sustainability Approach

Progress on Commitments

Better Health for All

Innovation

Our People

Environmental Health

Responsible Business Practice

Appendix

References

Responsible Business Practice

	2015	2016	2017
Supplier EHS Audits			
Audits and technical visits completed, total ¹		156	189
Audits and technical visits, by region			
Asia Pacific		125	162
Europe, Middle East & Africa		24	21
Latin America		3	6
North America		4	0
Number of suppliers identified as high risk for non-conformance to Johnson & Johnson Responsibility Standards for Suppliers		31	23
Number of critical EHS findings identified as a result of EHS audits ²			
Safety-related			22
Environment-related			3

¹A technical visit is a follow-up visit to the initial audit.

²We define a critical finding as evidence of very high risk to human life or potential catastrophic impact to facility, community or environment. We expect suppliers and potential suppliers to address critical findings immediately.