

GRI Index

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. For many topics information exceeding the GRI core disclosure requirement is included in the report. Not all GRI disclosures are reported fully; depending on availability of information, in a few cases the disclosures are partial. For more information on GRI Standards, visit the [GRI website](#). Where relevant, cross reference to United Nations Global Compact (UNGC) principles is provided in the Index.

General Standard Disclosures

Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 102: General Disclosures 2016			
Organizational Profile			
102-1	Name of the organization	Johnson & Johnson At a Glance	
102-2	Activities, brands, products, and services	Johnson & Johnson At a Glance Our Brands	
102-3	Location of headquarters	Johnson & Johnson At a Glance	
102-4	Location of operations	Johnson & Johnson At a Glance	
102-5	Ownership and legal form	Johnson & Johnson At a Glance	
102-6	Markets served	Johnson & Johnson At a Glance	
102-7	Scale of the organization	Johnson & Johnson At a Glance	
102-8	Information on employees and other workers	Our People	
102-9	Supply chain	Responsible Supply Base	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 102: General Disclosures 2016			
Organizational Profile			
102-10	Significant changes to the organization and its supply chain	About This Report	
102-11	Precautionary Principle or approach	Protecting the environment and natural resources is one of Johnson & Johnson's foundational objectives, as outlined in Our Credo. We have a comprehensive environmental risk management approach in place to fulfill this obligation. This includes assessing the potential environmental impacts of all our products during the development phase, evaluating and mitigating the climate change and water risks from our operations, and continuously evaluating and reducing where possible the environmental footprint of products and packaging through our proprietary product development approach called EARTHWARDS. We also integrate environmental risk considerations in our sourcing decisions and have programs in place to identify and mitigate risks in the supply base.	UNGC Principle 7
102-12	External initiatives	Johnson & Johnson recognizes and subscribes to numerous externally developed economic, environmental and social charters and initiatives. Select examples are noted in Stakeholder Engagement and throughout the report.	
102-13	Membership associations	Stakeholder Engagement	
Strategy			
102-14	Statement from senior decision maker	Message from Alex Gorsky Video Message from Alex Gorsky	
102-15	Key impacts, risks, and opportunities	Included throughout the report, by topic area	
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behavior	Business Ethics	
102-17	Mechanisms for advice and concerns about ethics	Business Ethics	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 102: General Disclosures 2016			
Governance			
102-18	Governance structure	Sustainability Governance	
102-19	Delegating authority	Sustainability Governance	
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Governance	
102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement	
102-22	Composition of the highest governance body and its committees	Principles of Corporate Governance Corporate Governance 2018 Proxy Statement , pages 17 through 32	
102-23	Chair of the highest governance body	Principles of Corporate Governance Corporate Governance 2018 Proxy Statement , pages 17 through 32	
102-24	Nominating and selecting the highest governance body	2018 Proxy Statement	
102-25	Conflicts of interest	Code of Business Conduct Ethics for Members of the Board of Directors and Executive Officers	
102-26	Role of highest governance body in setting purpose, values, and strategy	2018 Proxy Statement	
102-27	Collective knowledge of highest governance body	Sustainability Governance	
102-28	Evaluating the highest governance body's performance	Principles of Corporate Governance Corporate Governance 2018 Proxy Statement , pages 17 through 32	
102-29	Identifying and managing economic, environmental, and social impacts	Sustainability Governance EHS&S Governance	
102-30	Effectiveness of risk management processes	Risk Oversight on page 25 of the 2018 Proxy Statement	
102-31	Review of economic, environmental, and social topics	Sustainability Governance EHS&S Governance	

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GRI 102: General Disclosures 2016			
Governance			
102-32	Highest governance body's role in sustainability reporting	Sustainability Governance	
102-33	Communicating critical concerns	Governance	
102-35	Remuneration policies	2018 Proxy Statement	
102-36	Process for determining remuneration	2018 Proxy Statement	
102-37	Stakeholders' involvement in remuneration	2018 Proxy Statement	
102-38	Annual total compensation ratio	2018 Proxy Statement	
102-39	Percentage increase in annual total compensation ratio	2018 Proxy Statement	
Stakeholder Engagement			
102-40	List of stakeholder groups	Stakeholder Engagement Additional stakeholder groups with whom we engage are referenced throughout this report and on our website.	
102-41	Collective bargaining agreements	Human Rights	UNGC Principle 3
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	
102-43	Approach to stakeholder engagement	Stakeholder Engagement	
102-44	Key topics and concerns raised	Setting Priorities	

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GRI 102: General Disclosures 2016			
Reporting Practice			
102-45	Entities included in the consolidated financial statements	2017 Annual Report/Form 10-K	
102-46	Defining report content and topic Boundaries	About This Report Setting Priorities Our Value Chain	UNGC Principle 3
102-47	List of material topics	Setting Priorities	
102-48	Restatements of information	About This Report	
102-49	Changes in reporting	About This Report	
102-50	Reporting period	About This Report	
102-51	Date of most recent report	About This Report	
102-52	Reporting cycle	About This Report	
102-53	Contact point for questions regarding the report	support@jnj.com	
102-54	Claims of reporting in accordance with the GRI Standards	GRI Content Index 2017 About This Report	
102-55	GRI content index	GRI Content Index 2017 About This Report	
102-56	External assurance	About This Report	

Topic Specific Standards

Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 201: Economic Performance 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	2017 Annual Report/Form 10-K	
103-3	Evaluation of the management approach	2017 Annual Report/Form 10-K	
201-1	Direct economic value generated and distributed	2017 Annual Report/Form 10-K	
201-2	Financial implications and other risks and opportunities due to climate change	Energy Use & Carbon Emissions We conduct periodic assessments of risks and opportunities related to climate change and report the findings in our response to CDP.	
201-3	Defined benefit plan obligations and other retirement plans	2017 Annual Report/Form 10-K , pages 57-59	
GRI 202: Market Presence 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	2017 Annual Report/Form 10-K	
103-3	Evaluation of the management approach	2017 Annual Report/Form 10-K	
202-2	Proportion of senior management hired from the local community	Each subsidiary within the business segments is, with limited exceptions, managed by residents of the country where located.	
GRI 203: Indirect Economic Impacts 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Community Engagement	
103-3	Evaluation of the management approach	Community Engagement	
203-1	Infrastructure investments and services supported	Our Giving	
203-2	Significant indirect economic impacts	Our Giving	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 204: Procurement Practices 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Responsible Supply Base	
103-3	Evaluation of the management approach	Responsible Supply Base	
204-1	Proportion of spending on local suppliers	Responsible Supply Base	
GRI 205: Anti-Corruption 2016			
			UNGC Principle 10
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Ethics & Transparency	
103-3	Evaluation of the management approach	Ethics & Transparency	
205-1	Operations assessed for risks related to corruption	Business Ethics	
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics	
GRI 206: Anti-Competitive Behavior 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Ethics & Transparency	
103-3	Evaluation of the management approach	Ethics & Transparency	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2017 Annual Report/Form 10-K	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 302: Energy 2016			UNGC Principle 8
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Energy Use & Carbon Emissions EHS&S Governance Product Sustainability	
103-3	Evaluation of the management approach	Energy Use & Carbon Emissions EHS&S Governance Product Sustainability	
302-1	Energy consumption within the organization	Energy Use & Carbon Emissions	
302-2	Energy consumption outside of the organization	Energy Use & Carbon Emissions	
302-3	Energy intensity	Energy Use & Carbon Emissions	
302-4	Reduction of energy consumption	Energy Use & Carbon Emissions	
302-5	Reductions in energy requirements of products and services	Lifecycle Thinking	UNGC Principle 9
GRI 303: Water 2016			UNGC Principle 8
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Water Management EHS&S Governance	
303-1	Water withdrawal by source	Water Management	
303-2	Water sources significantly affected by withdrawal of water	As part of our water risk assessments conducted in 2015-2016, we considered, as one of the factors, whether the water sources we use could be significantly affected by withdrawal of water in the next five years. For more information, see our 2016 Health for Humanity Report , pages 78-79.	
303-3	Water recycled and reused	Water Management	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 304: Biodiversity 2016			UNGC Principle 8
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Statement on Respecting Biodiversity	
103-3	Evaluation of the management approach	2016 Health for Humanity Report , pages 83-85	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	In 2016, we conducted water risk assessments at all manufacturing and R&D locations. Included in these assessments were criteria for water stress and watershed health (including inputs classifying threats to amphibians, watershed pollution, biodiversity threat, and ecosystem vulnerability, using input from several external models and tools). The resulting ranking describes the general threat to freshwater biodiversity in the area around the facility. The Johnson & Johnson sites tend to be located in industrial areas where biodiversity impacts are minimal. For more information, see 2016 Health for Humanity Report , page 84.	
304-2	Significant impacts of activities, products, and services on biodiversity	As a global manufacturer, Johnson & Johnson has the potential to impact biodiversity in two main areas of our value chain – the facilities where we make our products, and upstream in the places from which we source feedstocks for our ingredients. To minimize the impact of our facilities, we undertake a biodiversity review at all our key facilities. Properties with significant natural areas that have sensitive flora or fauna are expected to maintain a biodiversity conservation action plan. To minimize potential impacts on biodiversity upstream in our supply chain, we developed standards that guide our sourcing practices. For more information, see Statement on Respecting Biodiversity .	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 305: Emissions 2016			UNGC Principle 8
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Energy Use & Carbon Emissions EHS&S Governance	
103-3	Evaluation of the management approach	Energy Use & Carbon Emissions EHS&S Governance	
305-1	Direct (Scope 1) GHG emissions	Energy Use & Carbon Emissions	
305-2	Energy indirect (Scope 2) GHG emissions	Energy Use & Carbon Emissions	
305-3	Other indirect (Scope 3) GHG emissions	Energy Use & Carbon Emissions	
305-4	GHG emissions intensity	Energy Use & Carbon Emissions	
305-5	Reduction of GHG emissions	Energy Use & Carbon Emissions	
305-6	Emissions of ozone-depleting substances (ODS)	EHS&S Governance	
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	EHS&S Governance	
GRI 306: Effluents and Waste 2016			UNGC Principle 8
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Water Management Waste Management	
103-3	Evaluation of the management approach	Water Management Waste Management	
306-1	Water discharge by quality and destination	Water Management	
306-2	Waste by type and disposal method	Waste Management	
306-5	Water bodies affected by water discharges and/or runoff	2016 Health for Humanity Report, pages 78-79	

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GRI 307: Environmental Compliance 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Ethics & Transparency EHS&S Governance	
103-3	Evaluation of the management approach	Ethics & Transparency EHS&S Governance	
307-1	Non-compliance with environmental laws and regulations	EHS&S Governance	
GRI 308: Supplier Environmental Assessments 2016			
			UNGC Principles 8
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Responsible Supply Base	
103-3	Evaluation of the management approach	Responsible Supply Base	
308-1	New suppliers that were screened using environmental criteria	Supplier Assessments & Audits	
308-2	Negative environmental impacts in the supply chain and actions taken	Supplier Assessments & Audits	
GRI 401: Employment 2016			
			UNGC Principle 1, 2 and 6
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Commitment to Employees	
103-3	Evaluation of the management approach	Commitment to Employees	
401-1	New employee hires and employee turnover	Attract & Recruit	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Attract & Recruit	
401-3	Parental leave	Attract & Recruit	

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Disclosure Number	Description	Location and Notes	Cross Reference to UNGC
GRI 402-1: Labor/Management Relations			UNGC Principles 1, 2 and 6
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Human Rights	
103-3	Evaluation of the management approach	Human Rights	
402-1	Minimum notice periods regarding operational changes	Human Rights	
GRI 403: Occupational Health and Safety 2016			UNGC Principles 1 and 6
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Employee Safety	
103-3	Evaluation of the management approach	Employee Safety	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Employee Safety	
GRI 404: Training and Education 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Develop & Retain	
103-3	Evaluation of the management approach	Develop & Retain	
404-2	Programs for upgrading employee skills and transition assistance programs	Develop & Retain Transition assistance programs are offered to support employees who are retiring or who have been terminated from employment.	
404-3	Percentage of employees receiving regular performance and career development reviews	Develop & Retain	

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GRI 405: Diversity and Equal Opportunity 2016			UNGC Principles 1, 2 and 6
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Diversity & Inclusion	
103-3	Evaluation of the management approach	Diversity & Inclusion	
405-1	Diversity of governance bodies and employees	Diversity & Inclusion	
405-2	Ratio of basic salary and remuneration of women to men	This information is available for our operations in the United Kingdom, and can be found in our UK Gender Pay Gap Report .	
GRI 406: Non-Discrimination 2016			UNGC Principles 1, 2 and 6
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Human Rights	
103-3	Evaluation of the management approach	Human Rights	
406-1	Incidents of discrimination and corrective actions taken	We have several mechanisms in place to identify such incidents, including our grievance mechanism, the Credo Hotline, and our enterprise-wide Our Voice survey. The data on the number of incidents and remediation details are confidential. For information on percentage of human resources-related complaints brought through the Credo Hotline, see Business Ethics .	
GRI 407: Freedom of Association and Collective Bargaining 2016			UNGC Principles 1, 2 and 5
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Human Rights	
103-3	Evaluation of the management approach	Human Rights	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights Supplier Assessments & Audits	

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GRI 408: Child Labor 2016			UNGC Principles 1, 2 and 5
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Human Rights	
103-3	Evaluation of the management approach	Human Rights	
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights Supplier Assessments & Audits	
GRI 409: Forced or Compulsory Labor 2016			UNGC Principles 1, 2 and 4
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Human Rights	
103-3	Evaluation of the management approach	Human Rights	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Supplier Assessments & Audits	

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GRI 412: Human Rights Assessment 2016			UNGC Principles 1 and 2
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	Setting Priorities	
103-2	The management approach and its components	Human Rights	
103-3	Evaluation of the management approach	Human Rights	
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>Following our management structure, responsibility for protecting human rights in our own operations resides in our local operating companies, managed by the relevant corporate and business group functions. We also conduct enterprise-wide monitoring of compliance with our Code of Business Conduct through annual reporting process at the individual business unit level.</p> <p>In 2017 we continued the development of the Company's human rights risk assessment approach and audit program. The full roll-out of the supplier social audit program is scheduled to take place in 2018. For more information, see Supplier Assessments & Audits.</p>	
412-2	Employee training on human rights policies or procedures	All new and current employees are required to complete bi-annual Code of Business Conduct trainings, which cover human rights topics. To see the training completion results for the last training cycle, see 2016 Health for Humanity Report , pages 102-103. Employees with roles and responsibilities relevant to aspects of human rights in our operations or in the supply base receive general awareness trainings on human rights. Our revised Human Rights training for Global Procurement employees is scheduled to be rolled out in 2018.	