



2022 ESG Disclosure Index

Contents

Johnson & Johnson reports against several global ESG-focused indices and frameworks to provide investors and other key stakeholders a consistent and comparable accounting of our performance and progress. Reviewed together with our Health for Humanity Report and ESG Policies & Positions, these ESG disclosures offer a detailed and holistic view of the implementation of our strategy and resulting outcomes and impacts. We disclose our performance against the following suite of ESG standards and frameworks: the Global Reporting Initiative (GRI) Standards; Sustainability Accounting Standards Board (SASB) relevant Standards: HC-BP, HC-MS, CG-HP; Task Force on Climate-related Financial Disclosures (TCFD), building on our responses to the CDP climate change questionnaire; Norges Bank Investment Management and Basel Institute on Governance’s “Measuring effectiveness of anti-corruption programmes” reporting framework, adding disclosures against this set of 17 indicators; and UN Global Compact (UNGC). [See here](#) for our 2022 UNGC annual Communication on Progress.

Note: All Johnson & Johnson Environmental, Social and Governance [Policies & Positions](#) are published on our website in addition to being referenced in our annual [Health for Humanity Report](#).

GRI Content Index

For priority (material) topics where there is no relevant GRI Topic Standard, we disclose according to a Johnson & Johnson list of topics - see the GRI Content Index: Material Disclosures. Where available, we include reported performance indicators.

Statement of Use	Johnson & Johnson has reported in accordance with the GRI Standards for the period January 1, 2022 to December 31, 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

Indicator	Description	2022 Disclosure	Omission
General Disclosures			
GRI 2: General Disclosures 2021			
2-1	Organizational details	About Johnson & Johnson	
2-2	Entities included in the organization's sustainability reporting	About This Report 2022 Annual Report , Exhibit 21 – Subsidiaries, Page 137	
2-3	Reporting period, frequency and contact point	About This Report	
2-4	Restatements of information	About This Report	
2-5	External assurance	About This Report	
2-6	Activities, value chain and other business relationships	2022 Annual Report , section: Business	
2-7	Employees	ESG Performance Data : Global Employees, Gender Representation	
2-8	Workers who are not employees	Not reported	This information is unavailable as data is not collected and aggregated at a global level. We expect to disclose this information within three years.
2-9	Governance structure and composition	Corporate Governance 2-9a: 2023 Proxy Statement , page 21 2-9b: 2023 Proxy Statement , page 23 2-9c: 2023 Proxy Statement , pages 24-28	
2-10	Nomination and selection of the highest governance body	2023 Proxy Statement , pages 12-14	

Indicator	Description	2022 Disclosure	Omission
General Disclosures (Cont.)			
GRI 2: General Disclosures 2021 (Cont.)			
2-11	Chair of the highest governance body	2023 Proxy Statement , page 21	
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Governance 2023 Proxy Statement , pages 26-28	
2-13	Delegation of responsibility for managing impacts	ESG Governance Position on ESG Governance	
2-14	Role of the highest governance body in sustainability reporting	ESG Governance Position on ESG Governance	
2-15	Conflicts of interest	Principles of Corporate Governance 2023 Proxy Statement , page 47	
2-16	Communication of critical concerns	Principles of Corporate Governance	Information relating to the number and nature of critical concern communicated to the highest governing body is not disclosed due to confidentiality constraints and sensitivity of information.
2-17	Collective knowledge of the highest governance body	Principles of Corporate Governance 2023 Proxy Statement , page 14	
2-18	Evaluation of the performance of the highest governance body	Principles of Corporate Governance	
2-19	Remuneration policies	2023 Proxy Statement , page 53 (Board of Directors) 2023 Proxy Statement , pages 77-81 (Executives)	
2-20	Process to determine remuneration	2023 Proxy Statement , pages 82-85	
2-21	Annual total compensation ratio	2023 Proxy Statement , page 114	
2-22	Statement on sustainable development strategy	Message From Our Chairman and CEO	
2-23	Policy commitments	ESG Governance Position on Human Rights	

Indicator	Description	2022 Disclosure	Omission
General Disclosures (Cont.)			
GRI 2: General Disclosures 2021 (Cont.)			
2-24	Embedding policy commitments	ESG Governance Position on ESG Governance Position on Ethics and Compliance	
2-25	Processes to remediate negative impacts	Position on Ethics and Compliance Position on Human Rights Priority Topics Assessment Johnson & Johnson Enterprise Risk Management Framework	
2-26	Mechanisms for seeking advice and raising concerns	Position on Ethics and Compliance	
2-27	Compliance with laws and regulations	Ethics & Compliance Position on Ethics and Compliance	
2-28	Membership associations	ESG Governance	
2-29	Approach to stakeholder engagement	ESG Governance Position on Stakeholder Engagement	
2-30	Collective bargaining agreements	ESG Performance Data : Collective Bargaining Agreements For employees not covered by Collective Bargaining Agreements, terms and conditions of employment are determined in line with our labor and compensation policies, as described in the following Positions: Position on Employment and Labor Rights Position on Employee Compensation and Benefits	

Material Topics

GRI 3: Material Topics 2021

3-1	Process to determine material topics	ESG Governance Priority Topics Assessment	
3-2	List of material topics	ESG Governance Priority Topics Assessment	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics			
GRI 201: Economic Performance 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	ESG Strategy 2022 Annual Report , pages 1-5	
201-1	Direct economic value generated and distributed	2022 Annual Report , pages 43-46 ESG Performance Data : Our Giving	
201-2	Financial implications and other risks and opportunities due to climate change	Climate Action ESG Disclosure Index : TCFD CDP Climate Change 2022	
201-3	Defined benefit plan obligations and other retirement plans	2022 Annual Report , page 66	
201-4	Financial assistance received from government	Not reported	This information is confidential.
GRI 203: Indirect Economic Impacts 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	ESG Strategy	
203-1	Infrastructure investments and services supported	Access Advancing Public Health Pandemics & Epidemics	
203-2	Significant indirect economic impacts	Access Advancing Public Health Pandemics & Epidemics	
GRI 204: Procurement Practices 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Responsible Supply Base Position on Responsible Supply Base	
204-1	Proportion of spending on local suppliers	Responsible Supply Base ESG Performance Data : Supply Base Overview	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 205: Anti-Corruption 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Ethics & Compliance Position on Anti-Corruption	
205-1	Operations assessed for risks related to corruption	100% of Johnson & Johnson companies are assessed annually for risks related to corruption.	
205-2	Communication and training about anti-corruption policies and procedures	Ethics & Compliance Responsible Supply Base ESG Disclosure Index : NBIM ESG Performance Data : Health Care Compliance (HCC) Training ESG Performance Data : Supplier Engagement, Supplier Audits	
205-3	Confirmed incidents of corruption and actions taken	Not reported	This information is not disclosed due to confidentiality constraints and sensitivity of information.
GRI 206: Anti-Competitive Behavior 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Ethics & Compliance Position on Ethics and Compliance	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2022 Annual Report , pages 84-96	
GRI 207: Tax 2019			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Tax Responsibility Tax Policy	
207-1	Approach to tax	Tax Responsibility Tax Policy	
207-2	Tax governance, control and risk management	Tax Responsibility Tax Policy	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 207: Tax 2019 (Cont.)			
207-3	Stakeholder engagement and management of concerns related to tax	Tax Responsibility Tax Policy	
207-4	Country-by-country reporting	Tax Responsibility ESG Performance Data : Tax Contribution	Country-by-country tax contributions are not reported. We are committed to complying with existing transparency frameworks, such as OECD Country by Country reporting, and we aspire to work toward broader tax transparency over time.
GRI 302: Energy 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Climate Action Position on Climate Action	
302-1	Energy consumption within the organization	Climate Action ESG Performance Data : Energy Use	
302-2	Energy consumption outside of the organization	Not reported	This data is not available due to the complexity of compilation at a global level given Johnson & Johnson's extensive supply chain. No timeframe has been determined for the collection of this information.
302-3	Energy intensity	Climate Action ESG Performance Data : Energy Use	
302-4	Reduction of energy consumption	Climate Action ESG Performance Data : CO ₂ Capital Relief Fund	
302-5	Reductions in energy requirements of products and services	Climate Action ESG Performance Data : CO ₂ Capital Relief Fund	
GRI 303: Water 2018			
GRI 3:	Material Topics 2021: 3-3 Management of material topics	Water & Waste Management Position on Water and Waste Management	
303-1	Interactions with water as a shared resource	Water & Waste Management Position on Water and Waste Management	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 303: Water 2018 (Cont.)			
303-2	Management of water discharge-related impacts	Water & Waste Management Position on Water and Waste Management	
303-3	Water withdrawal	Water & Waste Management ESG Performance Data : Water Use	
303-4	Water discharge	Water & Waste Management ESG Performance Data : Water Use	
303-5	Water consumption	Water & Waste Management ESG Performance Data : Water Use	
GRI 304: Biodiversity 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Responsible Supply Base Position on Respecting Biodiversity	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not reported	This information is not currently available pending a detailed review of all global sites. No specific timeframe has been determined to complete this review.
304-2	Significant impacts of activities, products and services on biodiversity	Position on Impact of Pharmaceuticals and Personal Care Products in the Environment	
304-3	Habitats protected or restored	Responsible Sourcing	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not reported	This information is not currently available pending a detailed analysis of affected habitats across all global sites. No specific timeframe has been determined to complete this analysis.
GRI 305: Emissions 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Climate Action Position on Climate Action	
305-1	Direct (Scope 1) GHG emissions	Climate Action ESG Performance Data : Greenhouse Gas (GHG) Emissions	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 305: Emissions 2016 (Cont.)			
305-2	Energy indirect (Scope 2) GHG emissions	Climate Action ESG Performance Data : Greenhouse Gas (GHG) Emissions	
305-3	Other indirect (Scope 3) GHG emissions	Climate Action ESG Performance Data : Greenhouse Gas (GHG) Emissions	
305-4	GHG emissions intensity	Climate Action ESG Performance Data : Greenhouse Gas (GHG) Emissions	
305-5	Reduction of GHG emissions	Climate Action ESG Performance Data : CO ₂ Capital Relief Fund	
305-6	Emissions of ozone-depleting substances (ODS)	ESG Performance Data : Air Emissions by Source	
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	ESG Performance Data : Air Emissions by Source	
GRI 306: Waste 2020			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Water & Waste Management Position on Water and Waste Management	
306-1	Waste generation and significant waste-related impacts	Water & Waste Management Position on Water and Waste Management	
306-2	Management of significant waste-related impacts	Water & Waste Management Position on Water and Waste Management	
306-3	Waste generated	Water & Waste Management ESG Performance Data : Operational Waste	
306-4	Waste diverted from disposal	Water & Waste Management ESG Performance Data : Operational Waste	
306-5	Waste directed to disposal	Water & Waste Management ESG Performance Data : Operational Waste	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 308: Supplier Environmental Assets 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Responsible Supply Base Position on Responsible Supply Base	
308-1	New suppliers that were screened using environmental criteria	Supplier Engagement ESG Performance Data : Supplier Engagement	
308-2	Negative environmental impacts in the supply chain and actions taken	Supplier Engagement ESG Performance Data : Supplier Audits	
GRI 401: Employment 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Employee Attraction & Development Position on Employment and Labor Rights	
401-1	New employee hires and employee turnover	Employee Attraction & Development ESG Performance Data : New Employee Hires, Employee Retention and Turnover	Involuntary turnover not included. Turnover by gender not available. No timeframe has been established for disclosing this information as it would require changes to our global Human Resources Information System.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Attraction & Development Position on Employee Compensation and Benefits	
401-3	Parental leave	Employee Attraction & Development ESG Performance Data : Parental Leave	Data on employees remaining 12 months after parental leave is not available. No timeframe has been established for disclosing this information.
GRI 402: Labor/Management Relations			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Human Rights Position on Human Rights	
402-1	Minimum notice periods regarding operational changes	Where there is no legal minimum notice period, Johnson & Johnson operating companies typically provide 30 days' notice.	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 403: Occupational Health and Safety 2018			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Employee Health, Safety & Well-Being Position on Employee Health and Well-Being	
403-1	Occupational health and safety management system	Position on Environmental Health and Safety Management	
403-2	Hazard identification, risk assessment, and incident investigation	Position on Environmental Health and Safety Management	
403-3	Occupational health services	Position on Environmental Health and Safety Management	
403-4	Worker participation, consultation, and communication on occupational health and safety	Position on Environmental Health and Safety Management	
403-5	Worker training on occupational health and safety	Position on Environmental Health and Safety Management	
403-6	Promotion of worker health	Employee Health, Safety & Well-Being Position on Employee Health and Well-Being	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Responsibility Standards for Suppliers	
403-8	Workers covered by a health and safety system	Position on Environmental Health and Safety Management	
403-9	Work-related injuries	Employee Health, Safety & Well-Being ESG Performance Data : Employee Safety	
403-10	Work-related ill health	Employee Health, Safety & Well-Being ESG Performance Data : Employee Safety	
GRI 404: Training and Education 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Employee Attraction & Development Position on Employee Development	
404-1	Average hours of training per year per employee	ESG Performance Data : Average Employee Training Hours	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 404: Training and Education 2016 (Cont.)			
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Attraction & Development	
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Attraction & Development ESG Performance Data : Year-End Performance Reviews Completed by Job Category	
GRI 405: Diversity and Equal Opportunity 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Diversity, Equity & Inclusion Diversity, Equity and Inclusion Policy	
405-1	Diversity of governance bodies and employees	Diversity, Equity & Inclusion ESG Performance Data : Gender Representation ESG Performance Data : Diversity in the Board Composition	
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 for 2022 .	Global data is not available. No timeframe has been established for providing this information at a global level.
GRI 406: Non-Discrimination 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Human Rights Position on Human Rights	
406-1	Incidents of discrimination and corrective actions taken	ESG Performance Data : Inquiries and Complaints as Recorded with Our Credo Integrity Line by Category	
GRI 407: Freedom of Association and Collective Bargaining 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Human Rights Position on Human Rights	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights For suppliers, see ESG Performance Data : Supplier Audits	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 408: Child Labor 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Human Rights Position on Human Rights	
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights For suppliers, see ESG Performance Data : Supplier Audits	
GRI 409: Forced or Compulsory Labor 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Human Rights Position on Human Rights	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights For suppliers, see ESG Performance Data : Supplier Audits	
GRI 412: Human Rights Assessment 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Human Rights Position on Human Rights	
412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights For suppliers, see ESG Performance Data : Supplier Audits	
412-2	Employee training on human rights policies or procedures	Human Rights	
GRI 413: Local Communities 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Frontline Healthcare & Communities Employee Engagement Position on Community Impact	
413-1	Operations with local community engagement, impact assessments, and development programs	Employee Engagement We aim for 100% of our operations to engage with local communities across our corporate and employee (Talent for Good) initiatives. ESG Performance Data : Our Giving ESG Performance Data : Disaster Relief	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 413: Local Communities 2016 (Cont.)			
413-2	Operations with significant actual and potential negative impacts on local communities	Position on Community Impact	A current analysis of actual and potential negative impacts is not available. No timeframe has been established for disclosing this information.
GRI 414: Supplier Social Assessment 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Responsible Supply Base Position on Responsible Supply Base	
414-1	New suppliers that were screened using social criteria	Supplier Engagement ESG Performance Data : Supplier Audits	
414-2	Negative social impacts in the supply chain and actions taken	Supplier Engagement ESG Performance Data : Supplier Audits	
GRI 416: Customer Health and Safety 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Medical Safety Position on Patient Safety	
416-1	Assessment of the health and safety impacts of product and service categories	Medical Safety 100% of Johnson & Johnson products are assessed for health and safety impacts.	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	ESG Performance Data : Product Quality Indicators	
GRI 417: Marketing and Labeling 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Ethics & Compliance Position on Ethical Sales and Marketing	
417-1	Requirements for product and service information and labeling	Ethics & Compliance Position on Ethical Sales and Marketing	

Indicator	Description	2022 Disclosure	Omission
Topic Standards and Management of Material Topics (Cont.)			
GRI 417: Marketing and Labeling 2016 (Cont.)			
417-2	Incidents of non-compliance concerning product and service information and labeling	Ethics & Compliance ESG Performance Data : Compliance-Related Allegations Investigated Through Triage Committee	
417-3	Incidents of non-compliance concerning marketing communications	Ethics & Compliance ESG Performance Data : Compliance-Related Allegations Investigated Through Triage Committee	Detailed information is considered confidential for reasons of business sensitivity and is not disclosed.
GRI 418: Customer Privacy 2016			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Information Security & Data Privacy Position on Data Privacy	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security & Data Privacy	Details of substantiated claims are not provided as this is confidential information.
Indicator	Description	2022 Disclosure	
Johnson & Johnson Material Topics (PTA) Additional to GRI Topic Standards			
J&J22-1: Access			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Access Health for Humanity 2025 Goals	
J&J22-1	Enhance access through Health for Humanity 2025 Goals	Health for Humanity 2025 Goals Scorecard	
J&J22-2: Advancing public health			
GRI 3	Material Topics 2021: 3-3 Management of material topics	Advancing Public Health Health for Humanity 2025 Goals	
J&J22-2	Advance public health through Health for Humanity 2025 Goals	Health for Humanity 2025 Goals Scorecard	

Indicator	Description	2022 Disclosure
Johnson & Johnson Material Topics (PTA) Additional to GRI Topic Standards (Cont.)		
J&J22-3: Animal welfare		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Ethics & Compliance Animal Welfare Policy
J&J22-3	Sites with animals that are accredited by AAALAC International	Ethics & Compliance ESG Performance Data : Animal Welfare
J&J22-4: Bioethics		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Ethics & Compliance Position on Bioethics
J&J22-4	Advance bioethics in decision making in R&D	Ethics & Compliance
J&J22-5: Counterfeit & Illicit trade		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Counterfeiting & Illicit Trade Position on Counterfeit Healthcare Products
J&J22-5	Number of stakeholders trained in brand protection best practices	Counterfeiting & Illicit Trade ESG Performance Data : Anti-Counterfeiting
J&J22-6: Digital innovation		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Healthcare Innovation Supply Chain Innovation Position on Innovation
J&J22-6	R&D Investment	Healthcare Innovation ESG Performance Data : Financial Results

Indicator	Description	2022 Disclosure
Johnson & Johnson Material Topics (PTA) Additional to GRI Topic Standards (Cont.)		
J&J22-7: Environmental impact on human health		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Product & Packaging Sustainability Position on Climate Action
J&J22-7	Enhance climate resilience through Health for Humanity 2025 Goals	Health for Humanity 2025 Goals Scorecard
J&J22-8: Product quality		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Product Quality Position on Quality and Compliance
J&J22-8	Product recall rate	ESG Performance Data : Product Quality Indicators
J&J22-9: R&D & innovation investment		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Healthcare Innovation Position on Innovation
J&J22-9	R&D Investment	Healthcare Innovation ESG Performance Data : Financial Results
J&J22-10: Strengthening health systems		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Frontline Healthcare & Communities Health for Humanity 2025 Goals
J&J22-10	Strengthening health systems through Health for Humanity 2025 Goals	Frontline Healthcare & Communities Health for Humanity 2025 Goals Scorecard
J&J22-11: Sustainable products & packaging		
GRI 3	Material Topics 2021: 3-3 Management of material topics	Product & Packaging Sustainability Position on Sustainable Products and Packaging
J&J22-11	Consumer Health packaging commitments	Consumer Health Our Global Commitment Signatory Report to the Ellen MacArthur Foundation

SASB Index

Johnson & Johnson reports against the Sustainability Accounting Standards Board (SASB) Standards. As the largest, most diversified healthcare products company, we have included disclosures related to three SASB industry standards that most closely align to our business: Biotechnology & Pharmaceuticals, Medical Equipment & Supplies and Household & Personal Care Products. Our reporting against the SASB Standards is a voluntary disclosure to support the evolving information needs of our investors. As such, we are committed to providing investors with useful, relevant and meaningful ESG information and have selected metrics from the three aforementioned sectors under the SASB Standards. The determination of the topics covered below is based on two factors: (i) sector-specific guidance provided by SASB and (ii) periodic assessments of ESG issues that matter most to our stakeholders and our business. We will continue to evaluate these topics in the future and, accordingly, our disclosure may evolve over time.

SASB Standard	Indicator	2022 Disclosure
Biotechnology & Pharmaceutical Standard, Version 2018-10		
HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	Position on Patient Safety Position on the Conduct of Clinical Trials Johnson & Johnson Quality Management Framework Clinical Trials
HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	Clinical Trials Position on the Conduct of Clinical Trials
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	Not reported
HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	Access Pandemics & Epidemics Position on Strengthening Health Systems
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	Access
HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	If there are legal proceedings associated with significant ANDA litigation and public disclosure criteria are met, details would be included in our 2022 Annual Report , Legal Proceedings, page 17, and in the Quarterly Reports on Form 10-Q.
HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	2022 Janssen U.S. Transparency Report
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	Not reported
HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	FDA MedWatch Safety Alerts for Human Medical Products Database
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	FDA Adverse Events Reporting System (FAERS)

SASB Standard	Indicator	2022 Disclosure
Biotechnology & Pharmaceutical Standard, Version 2018-10 (Cont.)		
HC-BP-250a.3	Number of recalls issued, total units recalled	Product Quality Position on Patient Safety
HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	Not reported
HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Product Quality FDA Inspection Citations FDA Warning Letters
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Counterfeiting & Illicit Trade Position on Counterfeit Healthcare Products
HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Position on Counterfeit Healthcare Products
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	In 2022, we conducted 104 training sessions that led to 24 related seizures of illicit trade shipments in various regions.
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with false marketing claims are included in the 2022 Annual Report , Legal Proceedings, page 17.
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Position on Ethics and Compliance Position on Ethical Sales and Marketing
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	Employee Attraction & Development Position on Employee Development
HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	ESG Performance Data : Employee Retention and Turnover
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third party audit programs for integrity of supply chain and ingredients	Johnson & Johnson Quality Management Framework Position on Quality and Compliance
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption or bribery	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with corruption and bribery are included in the 2022 Annual Report , Legal Proceedings, page 17.
HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	Position on Ethics and Compliance Position on Ethical Sales and Marketing Position on Responsible Interaction with Healthcare Professionals

SASB Standard	Indicator	2022 Disclosure
Biotechnology & Pharmaceutical Standard, Version 2018-10 (Cont.)		
Activity Metrics (HC-BP-000.A)	1. # of patients treated	Access
Activity Metrics (HC-BP-000.B)	2. # of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	(1) 2022 Annual Report and Pharmaceutical Product Pipeline (2) Clinical trials conducted around the world by our pharmaceutical and medical device operating companies are listed on the U.S. National Institutes of Health's website , the European Union Drug Regulating Authorities Clinical Trials (EudraCT) Database, and country-specific and regional registries across the globe, as required.
Medical Devices & Equipment Standard, Version 2018-10		
HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Not reported
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	<p>J&J MedTech offers tens of thousands of individual medical devices. Each of our companies sets, and makes available to customers, a list price for each of its devices. We also extend discounts and rebates. These price concessions may be based upon volume, market share or other factors; and may be at the product code, construct (such as a complete hip or knee), or product category level (such as all orthopaedic trauma products); and may span multiple business lines (such as all trauma, joint reconstruction and spine orthopaedic products) consistent with applicable antitrust and fair trade practices laws. Usually, these price concessions are included in executed contracts, either directly with a customer or with its group purchasing organization or other purchasing group, and those contracts are often the result of a competitive bidding process. For direct sales, the discounted price points would also be reflected on invoices delivered to the customer, and rebate amounts would be disclosed in writing via a rebate memorandum delivered to the customer when the rebate is paid. Under applicable U.S. regulatory guidance, certain fees paid to purchasing groups must be treated as discounts by members of that group.</p> <p>We also have contracts with third parties authorizing them to distribute certain products. Purchases made through an authorized distributor (indirect sales) are subject to the terms negotiated directly between the distributor and the customer (e.g., payment terms, service fees, shipping fees and product surcharges).</p> <p>We recognize the important role that our devices play in healthcare and endeavor to make our devices available to healthcare providers at a fair price. Therefore, our approach allows flexibility to offer customer appropriate price points to better ensure access and affordability for different healthcare providers, with different characteristics, serving different communities.</p>
HC-MS-250a.1	Number of recalls issued, total units recalled	Product Quality
HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	FDA MedWatch Safety Alerts for Human Medical Products Database Position on Patient Safety
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	FDA Manufacturer and User Facility Device Experience (MAUDE) Database Position on Patient Safety
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Product Quality

SASB Standard	Indicator	2022 Disclosure
Medical Devices & Equipment Standard, Version 2018-10 (Cont.)		
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with false marketing claims are included in the 2022 Annual Report , Legal Proceedings, page 17.
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Position on Ethics and Compliance Position on Ethical Sales and Marketing
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Product & Packaging Sustainability Position on Responsible Chemical Management Position on Sustainable Products and Packaging
HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Product & Packaging Sustainability
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Johnson & Johnson Quality Management Framework Position on Quality and Compliance All J&J MedTech manufacturing sites are audited by regulators or third-party Notified Bodies. All J&J MedTech external contract manufacturers are audited by Johnson & Johnson, and many are audited by regulators or third-party Notified Bodies. In addition, many of our direct material suppliers are ISO certified (ISO 9001 or ISO 13485 and ISO 14401 for environmental factors and ISO 27001 for cybersecurity) and go through certification audits. Our Johnson & Johnson and external contract manufacturing sites are also subject to local certifications required by specific jurisdictions, including, but not limited to, National Medical Products Association (China), Human Tissues Licence (UK) and INMETRO (Brazil).
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Counterfeiting & Illicit Trade Position on Counterfeit Healthcare Products
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Responsible Supply Base Position on Conflict Minerals
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with bribery and corruption are included in the 2022 Annual Report , Legal Proceedings, page 17.
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Position on Ethics and Compliance Position on Ethical Sales and Marketing Position on Responsible Interaction with Healthcare Professionals
Activity metric (HC-MS-000.A)	Number of units sold by product category	Not reported

SASB Standard	Indicator	2022 Disclosure
Household & Personal Products Standard, Version 2018-10		
CG-HP-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water & Waste Management Position on Water and Waste Management CDP Water Security 2022 Johnson & Johnson received a CDP Water Security Score of B in 2022.
CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water & Waste Management Position on Water and Waste Management
CG-HP-250a.1	Revenue from products that contain REACH substances of very high concern (SVHC)	Position on Responsible Chemical Management
CG-HP-250a.2	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	Position on Responsible Chemical Management
CG-HP-250a.3	Discussion of process to identify and manage emerging materials and chemicals of concern	Position on Responsible Chemical Management
CG-HP-250a.4	Revenue from products designed with green chemistry principles	Position on Sustainable Products and Packaging
CG-HP-410a.1	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Consumer Health The Ellen MacArthur Foundation's New Plastics Economy Global Commitment Progress Report Position on Sustainable Products and Packaging
CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Consumer Health Position on Sustainable Products and Packaging
CG-HP-430a.1	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim	Responsible Palm Oil Sourcing Policy
Activity Metric (CG-HP-000.A)	Units of product sold, total weight of products sold	Not reported
Activity Metric (CG-HP-000.B)	Number of manufacturing facilities	Johnson & Johnson's subsidiaries operate 89 manufacturing facilities across our three business sectors: Pharmaceutical, MedTech and Consumer Health. 2022 Annual Report , page 16.

Task Force on Climate-related Financial Disclosures (TCFD)

We are committed to transparency and continued improvement of our climate disclosures. To address the evolving information needs of our stakeholders, we have provided a Task Force on Climate-related Financial Disclosures (TCFD)-aligned summary below. It builds on existing TCFD-aligned disclosures in our annual CDP Climate Change Questionnaire.

Recommended Disclosure	External References	Disclosure
Governance		
<p>Disclose the organization’s governance around climate-related risks and opportunities.</p> <p>a) Describe the Board’s oversight of climate-related risks and opportunities.</p> <p>b) Describe management’s role in assessing and managing climate-related risks and opportunities</p>	<p>CDP C1.1a, C1.1b, C1.2a</p>	<p>a) Describe the Board’s oversight of climate-related risks and opportunities.</p> <p>Position of the individual on the Board with responsibility for climate-related issues</p> <p>Johnson & Johnson’s corporate governance structure is comprised of a Board of Directors, represented by independent Directors and the Executive Chairman and CEO as a Johnson & Johnson employee, and an internal management leadership group — the Executive Committee. The individual with responsibility for climate-related issues is the Executive Vice President, Chief Technical Operations & Risk Officer. As a member of the Executive Committee, and a management representative to the Johnson & Johnson Board of Directors’ Regulatory Compliance & Sustainability Committee (RCSC), this position has direct oversight of the Office of Sustainability, the Environmental Health and Safety function, and the Engineering & Property Services function. Responsibility for climate-related issues resides with this position because it has direct responsibility for many inter-related climate change risks and opportunities.</p> <p>Details on Board oversight of climate-related issues</p> <p>Monitoring and overseeing progress against goals for addressing climate-related issues is a scheduled agenda item on the Board of Directors’ relevant Committee (e.g., RCSC). The Chief Sustainability Officer (CSO), who leads the Office of Sustainability, presents updates on the progress toward climate-related goals and targets to the RCSC at least annually. The CSO provides regular updates (at least quarterly) to the Executive Vice President, Chief Technical Operations & Risk Officer, who is a member of the Company’s Executive Committee, and a management representative to the Board of Directors in the RCSC. The Executive Vice President, Chief Technical Operations & Risk Officer has ultimate approval over the climate risk strategy, policies and release of climate-related information. Key milestones in furtherance of our climate strategy are included as part of our Enterprise strategic goals, which are in turn reviewed with our Board of Directors on a quarterly basis and used to hold our CEO and other named executive officers accountable for business performance. In addition to Executive leadership, members of our senior management have climate-related performance indicators as part of their individual annual goals and objectives. Our external climate goals are considered among the key performance indicators of our ESG performance.</p> <p>b) Describe management’s role in assessing and managing climate-related risks and opportunities.</p> <p>The highest management-level positions with responsibility for climate-related issues are the CSO and the Executive Vice President, Chief Technical operations & Risk Officer. The CSO reports to the Executive Vice President, Chief Technical Operations & Risk Officer (the highest level of responsibility for climate-related issues), who is a member of the Company’s Executive Committee. The CSO is invited to RCSC meetings at least annually for environmental sustainability agenda items. Several teams directly responsible for environmental sustainability issues, including energy management, waste, water risk and product stewardship compliance, report to this position or other supply chain functions such as Environmental Health & Safety or Engineering & Property Services. While these teams own direct management of their programs, the CSO position has management oversight of areas identified as priority impacts. Climate change-related issues reside with this position because of its responsibility for managing environment-related goals, including Health for Humanity Goals.</p>

Recommended Disclosure	External References	Disclosure
Strategy		

<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.</p> <p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.</p> <p>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>a) CDP 2.1a, C2.3a, C2.4a, C3.2b</p> <p>b) CDP C3.3</p> <p>c) CDP C3.2, C3.2a</p>	<p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p> <p>Description of time horizons For the purposes of climate disclosure,</p> <ul style="list-style-type: none"> • Short-term is defined as 1 - 3 years (aligned with a general financial planning time horizon) • Medium-term as 3 - 10 years (aligned with Johnson & Johnson’s broader strategy and vision used for long-term goals) • Long-term as 10 - 40 years (aligned with long-term projections of climate change and a transition to a low-carbon economy) <p>Climate-related issues for each time horizon that could have substantive financial or strategic impact</p> <p><i>Description of Risks</i></p> <p>Short-term/Medium-term/Long-term</p> <ul style="list-style-type: none"> • Transition risks from emerging carbon pricing regulations in our direct operations and extended supply chain: As a global company with 260+ operating companies conducting business in virtually all countries of the world, Johnson & Johnson has facilities in areas with current and pending carbon tax or carbon cap and trade schemes. Emerging carbon pricing regulations to mitigate climate change in some or all of the countries in which we operate could increase Johnson & Johnson’s operating costs. • Market risks of changing customer behavior: Customer preferences are changing because of increased awareness of the impacts of climate change. This in turn impacts our various businesses in different ways—for example, as of 2023, over 60 countries have joined the World Health Organization’s Alliance for Transformative Action on Climate and Health, committing at the minister of health level to 1) strengthen the climate resilience and 2) lower the emissions of health systems. New procurement policies from health system customers could impact our Pharmaceutical or MedTech business. Similarly, many customer segments of our Consumer Health business have voiced concerns over the carbon footprint and sustainable sourcing of the products that they procure. Sustainable sourcing inquiries can include a number of concerns over climate change impacts such as water scarcity, pollution, environmental practices and deforestation. Failure to effectively communicate sustainability-related improvements with consumers, or failure to provide environmentally/climate change-friendly products, could cede market space to competitors. • Chronic physical risk associated with changes in precipitation patterns and extreme variability in weather patterns: Changes to global climate, extreme temperature and natural disasters could affect demand for Johnson & Johnson’s products and services, cause disruptions in manufacturing and distribution networks, and force alterations to certain products and operations. Global warming from the increased concentration of greenhouse gases (GHGs) in the atmosphere is causing frequent extreme temperature conditions, with direct impacts on facilities, operations, transport, and employee health and productivity. We have identified chronic physical risks—including extreme temperature, water stress and drought—as a climate-based risk to our operations and supply chain that has the potential to cause disruptions in operations or increase operational costs. <p>Long-term</p> <ul style="list-style-type: none"> • Acute physical risks of increased severity and frequency of extreme weather events: Increased severe weather events such as storms and flooding could lead to higher costs from damage to Johnson & Johnson’s operations, decreased revenue due to disruptions in supply chain and operations, and potential incurred costs for supporting workers pre- and post-event. Coastal flooding and fluvial flooding were identified as the primary drivers of financial impact on our operations. As a result of more extreme cyclone, hurricane, and storm events and changes in sea level over time, it is likely that both coastal flooding and fluvial flooding will steadily increase.
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Recommended Disclosure	External References	Disclosure
Strategy (Cont.)		

(Cont.)

Description of Opportunities

Short-term/Medium-term

- **Resource efficiency and resilience through the adoption of energy- and water-efficiency measures and the utilization of renewable energy:** An increase in cost from climate change regulation can make the capital investment in renewable energy and energy and water efficiency more attractive, which may reduce costs over a longer period of time. While energy costs as a percent of sales is very low for Johnson & Johnson (<1% in 2022), we continuously evaluate and implement efficiency and renewable energy projects that reduce our energy consumption and costs.
- **Development and/or expansion of low-emission goods and services:** With the increase in the general public’s awareness of climate change, the demand for sustainable products is growing each year. Increasingly, our customers—hospitals, government healthcare systems and retailers—are considering environmental attributes of products in their procurement decisions. For example, as of 2023, over 60 countries have joined the World Health Organization’s Alliance for Transformative Action on Climate and Health, committing at the minister of health level to 1) strengthen the climate resilience and 2) lower the emissions of health systems. This could present opportunities for more sustainable products and solutions from our Pharmaceutical and MedTech businesses. Similar opportunities are increasing within our Consumer Health business, where there is a growing market for responsible products with sustainable packaging and other climate-related product attributes.

Long-term

- **Development of new products or services through R&D and innovation:** According to *The Lancet* Commission on Health and Climate Change, the impacts of climate change threaten to undermine decades of progress in healthcare. Shifting weather patterns, changes in air quality and spread of vector-borne diseases pose significant risks for people’s health and well-being, particularly in resource-limited settings (Africa, Latin America and Asia, where they have the potential to spread more quickly). We anticipate that climate change could impact the progress society has made in global health in many ways, whether through air pollution, how infectious diseases emerge and spread (including Neglected Tropical Diseases [NTDs] and pandemic threats such as Ebola and Zika) or shifting weather patterns impacting allergies. Given its far-reaching implications and associated public health costs, combating climate change could be a significant opportunity to protect public health. Emerging shifts in global disease profiles can be expected to require new products and services to help increase human resilience to disease.

Description of the process(es) used to determine which risks and opportunities could have a substantive financial or strategic impact on the organization

Financial risks are categorized according to their ability to impact the achievement of strategic and business decisions, including in the context of financial targets based upon our global growth drivers and overall business performance. We define substantive financial risk at the Enterprise level in the context of U.S. Securities and Exchange Commission required disclosures around “Risk Factors,” which are publicly disclosed annually in our Annual Report. These risk factors consider both qualitative and quantitative variables in assessing the potential financial impact on the Enterprise.

While climate change can be expected to have profound implications on human health, the exact magnitude or probability of future risks and how those may impact Johnson & Johnson cannot be stated with precision. As a result, we use a definition for “substantive strategic impact” that enables us to analyze possible futures and put in place programs to increase the resilience of our organization in the face of uncertainty. Substantive strategic impacts are disclosed in this Report, which are risks/opportunities with a meaningful impact on reputation and/or public trust, potential for action that could impede Johnson & Johnson from manufacturing or distributing some product volume, and are considered possible, likely, more likely or highly likely in the short- to long-term future.

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.

- a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.
- b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.
- c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

- a) CDP 2.1a, C2.3a, C2.4a, C3.2b
- b) CDP C3.3
- c) CDP C3.2, C3.2a

Recommended Disclosure	External References	Disclosure
Strategy (Cont.)		

(Cont.)

b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

Impacts on businesses and strategy

• **Products and Services:** Risks from climate change could impact products and services in several ways: regulatory risks (e.g., carbon taxes); the availability of raw materials; and supply chain disruptions from chronic or acute physical climate change events could increase the costs of raw materials and energy. This could be passed along to the consumer and change the price competitiveness of our products and services, or cause disruptions in supply. Similarly, there are climate-related opportunities for our business segments as our customers—hospitals, government healthcare systems and retailers—are giving more consideration to environmental attributes of products in their procurement decisions. We also anticipate that climate change will impact global health in many ways, including how infectious diseases emerge and spread, which may increase the need for new products and services in areas such as Neglected Tropical Diseases and pandemic preparedness. Our Health for Humanity Goals and ESG strategy address several aspects of these risks. To address price competitiveness specifically related to energy, we are implementing goals to reduce our emissions (e.g., our Science Based Target to reduce Scope 1 and 2 by 60% by 2030 from a 2016 baseline), which has energy-saving implications.

• **Supply Chain and/or Value Chain:** We believe that improving supply chain transparency and sustainability creates value by reducing sourcing risks and protecting our brand reputation, and can have far-reaching positive impacts on society and the natural environment. As the largest and most diversified healthcare products company, Johnson & Johnson maintains operations in many countries of the world and works with more than 46,000 suppliers across our business segments. We manage a highly complex network of supplier relationships that are critical to business success and our ability to fulfill our obligations to those we serve. Risks from climate change could impact our supply chain in several ways: regulatory risks that could increase the cost of materials used in our products; physical risks (such as droughts and extreme weather events) that have the potential to interrupt supply chains; and reputational risks that could arise from climate issues in our supply chain. Our Health for Humanity Goals address sustainable procurement from multiple angles, including reporting and performance. Our participation in the CDP Supply Chain program (climate and water) also helps us understand where there are risks and opportunities in our supply chain.

• **Operations:** Risks from climate change may impact operations in several ways, including: rising operational costs from carbon regulation and/or rising energy costs; and chronic/acute physical risk impacts such as water scarcity and/or increased frequency or intensity of hurricanes. In response to these risks, we have implemented measures to have capital funding available to reduce current and long-term exposure to operational costs, such as a CO₂ Capital Relief Program of up to \$40 million per year for carbon- and water-reducing projects that has been in place for over 15 years. We have also updated operational processes to assess and mitigate impacts from water risk by implementing a program to thoroughly assess and address many aspects of water risk in our operations. Additionally, we performed a site risk assessment initiative to identify opportunities and investments required to enhance the resilience of our highest-impact sites located in areas where there is an elevated likelihood of disruptive severe weather events (notably flood, earthquake, tsunami, extreme wind and wildfire).

c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Climate-related scenarios and associated time horizon(s) considered

In 2018, Johnson & Johnson undertook a qualitative climate-related scenario analysis in line with the TCFD recommendations. Nine existing climate scenarios were evaluated covering transitional and physical risks, with the International Energy Agency’s 2018 World Energy Outlook selected as a reference for transitional risks and the IPCC AR5 selected as reference for physical risks. Business as Usual (BAU) scenarios included the Current Policies Scenario (6C) for transition risks and Representative Concentration Pathway (RCP) 8.5 for physical risks; Low Carbon Scenarios included the Sustainable Development Scenarios for transitional risks and RCP 4.5 for physical risks. Time horizons considered were up to 2040 for transitional risks, and up to 2100 for physical risks. Indicators were developed and assessed under a BAU and Low-Carbon scenario in order to categorize overall impact and preparedness to mitigate risk or capitalize opportunity. Johnson & Johnson considered both direct operations and supply chain in areas of energy pricing, political stability, global disease profiles, technological changes, consumer awareness, physical impacts and deforestation. In 2021, we undertook a focused assessment of the potential physical climate-related risks on our own properties and certain supplier locations. We identified several opportunities to improve business resilience such as access to reliable energy and water supply in the event of a disruption that we will build into our long-range capital planning process. Several projects are planned and budgeted, including a potable water tank, storm water pumps and additional emergency generation. Based on both analyses, we consider our current business strategy to be resilient to anticipated climate change-related impacts.

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

a) CDP 2.1a, C2.3a, C2.4a, C3.2b

b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.

b) CDP C3.3

c) CDP C3.2, C3.2a

c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Recommended Disclosure	External References	Disclosure
Risk Management		

<p>Disclose how the organization identifies, assesses and manages climate-related risks.</p> <p>a) Describe the organization’s processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organization’s processes for managing climate-related risks.</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.</p>	<p>a) CDP C2.1, C2.2a</p> <p>b) CDP C2.2</p> <p>c) CDP C2.2</p>	<p>a) Describe the organization’s processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organization’s processes for managing climate-related risks.</p> <p>c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.</p> <p>The values that guide our decision-making are spelled out in Our Credo, written over 75 years ago. Our Credo challenges us to put the needs and well-being of the people we serve first and sets the tone and values of our organization.</p> <p>Johnson & Johnson’s process to identify, assess, and respond to climate-related risks and opportunities is integrated into a multi-disciplinary Company-wide risk management process that covers all stages of the value chain (direct operations, upstream and downstream) for climate-related risks such as current regulation, emerging regulation, technology, legal, market, reputation, acute physical and chronic physical impacts. This assessment covers short-, medium-, and long-term horizons and is integrated into the Johnson & Johnson Enterprise Risk Management (ERM) Framework.</p> <p>The Johnson & Johnson ERM Framework helps identify potential events that may affect the Enterprise, manage the associated risks and opportunities, and provide reasonable assurance that our Company’s objectives will be achieved. Our approach to ERM is informed by principles outlined by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. Climate-related risks are integrated into this Company-wide risk management process.</p> <p>The Johnson & Johnson ERM Framework comprises five intertwined components:</p> <p>1) STRATEGY & OBJECTIVE-SETTING: The Executive Committee (EC) establishes overarching strategic goals and sets financial targets based upon our Global Growth Drivers. These goals are cascaded to our businesses around the world, ensuring alignment across the Enterprise. Senior management is accountable for meeting these goals and objectives. Business unit, Enterprise function and individual employee goals and objectives are typically aligned to those of the overall organization.</p> <p>2) PERFORMANCE: Internal and external issues and events affecting our ability to achieve established objectives are typically identified at various points in the business cycle. During planning and review processes, business unit management assesses the marketplace and competitive environment, including megatrends, to identify risks and opportunities facing their business. The various ERM functions provide expertise, support and input into the process as needed. Business leaders, in partnership with the applicable ERM functions, determine the appropriate way to address identified risks. The activity or situation posing the risk may be avoided, accepted, reduced, shared or transferred, depending on the facts and circumstances. To help ensure risk responses are consistently implemented, ERM functions may set policies, define minimum standards and/or issue guidelines that apply to Johnson & Johnson business activities. ERM functions help support the implementation of these policies, standards and guidelines through monitoring tools, including self-assessments, that enable local leaders to understand where controls are necessary as well as where improvement may be required.</p> <p>3) REVIEW & REVISION: Critical to our ERM framework is a review and reporting process to ensure risks are effectively assessed and appropriate risk responses and controls are in place. Testing, auditing and assessments are typically performed by personnel who don’t report into the business in order to provide assurance that risk responses are being implemented, procedures are understood and followed, and appropriate controls are in place.</p> <p>4) INFORMATION, COMMUNICATION & REPORTING: Information and communication channels are in place, so business leaders and employees are aware of risks that fall into their area of responsibility. Key Enterprise risk functions meet regularly with the Johnson & Johnson Board of Directors, the EC, each business segment leadership team and select other senior leadership teams to ensure visibility and ownership of critical risks. Policies and procedures are in place that require incidents of noncompliance, adverse events, control failures or critical unmitigated risks to be escalated to senior management and, if appropriate, the proper authorities in a timely manner. Corrective and preventive actions are determined as appropriate to reduce the likelihood of recurrence.</p> <p>5) GOVERNANCE & OVERSIGHT: Our Board of Directors provides oversight of senior leadership’s management of the various risks the Company faces. The Board meets at regular intervals with EC members, other senior business leaders and leaders of Enterprise risk functions to discuss risk factors related to the Company. It also receives regular reports from senior representatives of the Company’s independent auditor. The EC establishes overarching strategic goals and oversees the business segments as well as the Enterprise risk functions, which are functionally independent from commercial interests. Johnson & Johnson business leaders are accountable for managing risks affecting their respective business segments and the overall Enterprise. Enterprise risk functions are responsible for identifying and assessing risks to business leaders and collaborating with them to find effective ways to manage identified risks.</p>
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Recommended Disclosure	External References	Disclosure
<p>Metrics and Targets</p> <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>a) CDP C4.2, C4.2a</p> <p>b) CDP C5, C6, C7, C8</p> <p>c) CDP C4.1, C4.1a, C4.2, C4.2a</p>	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>Johnson & Johnson provides annual updates to metrics on climate-related risks associated with emissions, energy, water and energy in public reports such as our CDP Climate Change Questionnaire, CDP Water Security Questionnaire, and Health for Humanity Report (available on our website). These metrics include Scope 1, 2 and 3 emissions; total energy consumption by fuel; renewable energy consumption; % of facilities exposed to water risk; and % of facilities undergoing a water risk assessment.</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p> <p>Johnson & Johnson provides annual updates to Scope 1, 2, and 3 emissions in our CDP Climate Change Questionnaire (C5 Emissions Methodology, C6 Emissions Data, C7 Emissions Breakdown, C8 Energy) and our Health for Humanity Report.</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p> <p>Johnson & Johnson has several targets to manage climate-related risks and opportunities, including the following:</p> <ul style="list-style-type: none"> • By 2025, source 100% of our electricity needs from renewable sources • By 2030, achieve carbon neutrality for our operations, going beyond our Science-Based Target to reduce absolute Scope 1 and 2 emissions 60% from 2016 levels • By 2030, reduce absolute upstream value chain (Scope 3) emissions 20% from 2016 levels <p>Annual progress toward these targets is disclosed each year in our CDP Climate Change Questionnaire (C4 Targets & Performance) and in our Health for Humanity Report.</p>

Norges Bank Investment Management (NBIM)

Stakeholders are increasingly interested in a business’s broader role in society, beyond financial returns, and want to know more about a company’s policies, practices, and disclosures that may impact its ability to generate long-term value for all stakeholders. Responsible business practices serve as the foundation of our Company’s success and are imperative to protecting the broader healthcare system and the communities in which we live and work. It starts with a culture of ethical leadership and integrity delivered by a diverse, skilled workforce committed to serving the patients, customers, consumers and all others who count on us to provide high-quality, safe and reliable products; operate with integrity; and engage in responsible business practices.

In 2020, Norges Bank Investment Management (NBIM) published a guidance note containing a set of indicators that companies may wish to consider when reporting on the effectiveness of their anti-corruption efforts to external stakeholders. The indicators cover: culture, risk management, third parties, compliance function and oversight. The guidance note, which includes additional information on supporting indicator descriptors, can be [found here](#).

To continue building and sustaining the trust earned over the course of more than 135 years of business operations, we are disclosing how Our Credo values and purpose-driven approach to change the course of human health are reflected in our performance on anti-corruption efforts in line with NBIM guidance and indicators.

Culture

<p>1.1</p> <p>A baseline has been established to identify perceptions of the ethical culture/culture of integrity in the company. There is a methodology to measure/gauge changes to the culture over time.</p>	<p>We have established a baseline to measure integrity through a question in our biennial “Our Voice Survey,” which asks employees to rate the statement, “Leaders in my organization demonstrate that integrity, quality and compliance are top priorities through their words and actions.” We augment this survey’s findings with results of the “Our Credo Survey,” fielded in alternate years, where employees are asked to rate how Johnson & Johnson “acts responsibly to the communities in which we live and work and the world community as well.” Crafted in 1943, Our Credo spells out the values that guide our decisions and actions in conducting business.</p> <p>These surveys are administered in 77 countries and made available in 36 languages. Following analysis of the detailed results of these surveys, which is communicated to all employees, we develop plans to address the main areas of opportunity identified by our employees’ feedback, both at the Enterprise level and within individual teams.</p>
<p>1.2</p> <p>The frequency (could be a percentage or absolute number) of references to ethics and compliance communicated internally and/or externally by the defined C-level persons.</p>	<p>Ethical business conduct is a core part of Our Credo and is underscored at every level of the organization, from the Board of Directors and Executive Committee to our employees. It is reinforced and included in annual goals and objectives, which serve as a guide for our operating companies, and communicated at all levels of Johnson & Johnson, both internally and externally.</p> <p>Internal</p> <ul style="list-style-type: none"> • Our Chief Compliance Officer (CCO), who leads our Health Care Compliance organization, presents to the Johnson & Johnson Board of Directors on a quarterly basis, and provides updates to the Executive Committee twice per year. • Annually, we send reminders to all global employees regarding their obligation to raise concerns related to ethics and compliance via the Our Credo Integrity Line and other channels, and about our Escalation Procedure. It specifies responsibilities for all employees relating to what should be reported, in what timeframe, and the process for reporting. It also includes reporting requirements and guidance for the full range of actual or potential ethical conduct or compliance violations such as those related to travel and expenses; accuracy of books and records; theft or fraud in any form; noncompliance with our government contracts or pricing obligations; misconduct of any kind; conflict of interest or data privacy breaches; and more. • Our CCO and Chief Executive Officer highlight our commitment to business integrity in our annual assigned required Enterprise Health Care Compliance training and communications surrounding this mandated training. In 2022, 105,000 employees completed the assigned annual Health Care Compliance (HCC) training. In addition, 97% of sales and marketing employees completed HCC training. • Annually across the Enterprise, the CCO supports and participates in a variety of compliance culture-building activities, including an annual Compliance Week. In preparation, a toolkit is sent to all Health Care Compliance employees providing resources they can use to host events and activities for their business partners. Throughout the year, the CCO also participates in events such as fireside chats with Health Care Compliance employees and other Enterprise groups and businesses to talk about the importance of compliant and ethical business practices. <p>External</p> <ul style="list-style-type: none"> • The CCO is a key participant in Johnson & Johnson’s annual Investor Relations ESG Update webinar. Through the years of participation, via various ways of engagement, our CCO helps investors and stakeholders understand how we manage our compliance program and hold each other accountable to the highest standards of ethical behavior. • The CCO is actively engaged with peer organizations in benchmarking groups to help shape industry-wide discussions, positions and disclosures on ethics and compliance-related topics.

Culture (Cont.)

1.3	Does your performance management framework incorporate how ethics and integrity objectives are achieved (Y/N)?	<p>Yes. Employee performance at Johnson & Johnson is measured in two dimensions: the “what” they achieved and the “how” they achieved those results. Our Leadership Imperatives set the performance behavioral expectations for all employees—the “how.” Business integrity, ethics and compliance are integrated into all ways “how” our employees achieve their goals and objectives, and play a special role in the Our Credo & Our Purpose Leadership Imperative. All employees have individual performance development plans whereby the Leadership Imperatives give our employees across all geographies, businesses, roles and levels a clear and consistent way to lead Johnson & Johnson into the future. Both “what” and “how” factor equally in determining an individual’s compensation.</p> <p>All our employees formally discuss their progress and plan their professional development with their managers five times each year, in our “5 Conversations” framework; this is in addition to informal, ongoing discussions throughout the balance of the year. Year-end conversations about overall performance include assessing business results achieved and the degree to which our leadership behaviors were demonstrated in how those results were achieved.</p>
1.4	Ethics and integrity are integral components in leadership decisions.	<p>Our performance management process incorporates integrity in “how” an individual achieves goals and objectives. Compliance and ethical leadership are also part of the performance assessment, including for our most senior leaders. Senior leaders are also required to certify the compliance of their organizations with the Johnson & Johnson Code of Business Conduct. Certifiers include senior leaders at Vice President 2-level and above, selected Managing Directors and General Managers based on country or business segment risk profile, and executives of recently acquired companies. We also embed business integrity and ethics questions into our hiring practices and critical talent assessments to determine a candidate’s judgment and alignment with Our Credo values of ethics and integrity.</p>
1.5	The company actively engages in anti-corruption Collective Action.	<p>We engage in numerous collective action efforts to tackle corruption and bribery, and to raise standards of business integrity among business and other industry partners. We collaborate and maintain sustained cooperation between stakeholders in the private and public sectors, civil society and other international organizations. Johnson & Johnson has committed to engaging in anti-corruption collective action initiatives, including Transparency International UK and the United Nations Global Compact (signatory since 2013), and to following industry association codes, including: the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) Code of Practice; the Pharmaceutical Research and Manufacturers of America (PhRMA) Code and Guidelines, the European Federation of Pharmaceutical Industries and Associations (EFPIA) Code of Practice; the Advanced Medical Technology Association (AdvaMed) Code of Ethics; the MedTech Europe Code of Ethical Business Practice; Mecomed, the medical devices, imaging and diagnostics trade association for the Middle East and Africa; and the Asia Pacific Medical Technology Association (APACMed) and multiple national and local trade associations.</p> <p>Johnson & Johnson also participates in the annual Transparency International UK Corporate Anti-Corruption Benchmark Survey and Quarterly Deep Dive Workshops with a mix of FTSE 100 and 250 companies from various industries. The Benchmark Survey measures and compares our anti-corruption program performance against our best practice standards—including compliance regulations—and also against best practice standards across the entire business community. Our survey results are also validated by an independent third party. The Quarterly Deep Dive Workshops enable practice-sharing and learning opportunities with other companies. Our participation in the Benchmark Survey and Quarterly Deep Dive Workshops supports our review and oversight of our global anti-corruption compliance program and enables identification and prioritization of compliance program improvement opportunities.</p>

Risk Management

2.1	The company has an anti-corruption compliance risk programme which it uses to give regular updates to senior management and board on how risks are being managed.	<p>Johnson & Johnson's anti-corruption compliance program elements have been fully integrated into the Company’s Health Care Compliance program and organization. The Johnson & Johnson Enterprise Risk Management Framework guides efforts to identify, prioritize, manage, mitigate and remediate Enterprise risks, including anti-corruption. Results of risk assessments, monitoring and audits are shared regularly with relevant operating company management, Johnson & Johnson leadership, the Board of Directors and the Regulatory Compliance & Sustainability Committee of the Board.</p>
2.2	The percentage of business functions that are included in the anti-corruption risk assessment.	<p>Our anti-corruption risk assessments cover all Johnson & Johnson operating companies and business functions.</p>
2.3	The company has established anti-corruption compliance KPIs that are used to measure the compliance programme.	<p>All Johnson & Johnson operating companies and business functions have established mechanisms and measures to ensure anti-corruption compliance program elements are in place to identify risks and prevent non-compliance. These key performance indicators are captured and tracked on a regular basis. Examples include tracking risk assessment, monitoring and audit results and related mitigation activities, training completion and knowledge transfer results, and remediation tracking.</p>

Third Parties

3.1	Percentage of third-party reviews conducted.	We broadly assess risk across all third-party intermediaries (TPIs), and then have a more focused and detailed annual risk assessment process for the higher-risk TPIs that determines which of them are selected for U.S. Foreign Corrupt Practices Act (FCPA) process reviews by our Global Audit & Assurance organization. Additional information on our process for risk assessments is in our Position on Anti-Corruption . A policies brochure for TPIs, intended to provide an introduction and some basic information to understand the Johnson & Johnson anti-corruption policies, including compliance with the FCPA and other applicable anti-bribery legislation, is offered in 23 languages and can be accessed here .
3.2	How the findings from third-party reviews are addressed.	Health Care Compliance, Law Department and Global Audit & Assurance staff work directly with operating company management to address findings from third-party reviews. Johnson & Johnson provides the third-party intermediary (TPI) with an indication of the findings and recommendations for remediation efforts. Where needed, Johnson & Johnson will facilitate compliance program development for the TPI by providing both training and a compliance program toolkit or an app to support TPI field staff.
3.3	Percentage of third parties that improve their anti-corruption compliance programmes.	A majority of third parties with whom we are engaging are responsive to our findings for improvement of their anti-corruption compliance programs. Doing so is a critical factor for a continuing relationship between Johnson & Johnson and a third party. Results of due diligence, ongoing monitoring, red flag mitigation and internal audits are shared with third-party intermediaries. They are tracked regularly for on-time completion by various teams in the Johnson & Johnson compliance functions, including our Third-Party Intermediary Ethics & Compliance organization.

Compliance Function

4.1	The organisational structure of the company is transparent, including the location of the compliance function within the structure, and it identifies where the Chief Compliance Officer is situated.	Our Chief Compliance Officer (CCO) was a key member of the General Counsel's Organizational Leadership Team, and since October 2022 serves as a key member of the Company's newly created Chief Risk Officer's Leadership team, with accountability to the Chairman of the Board and Chief Executive Officer and the Regulatory Compliance & Sustainability Committee of the Board of Directors. Our CCO's role is detailed on our Company's external website and in our Johnson & Johnson Enterprise Risk Management Framework. Our CCO co-leads the Johnson & Johnson Corporate Compliance Committee, along with our Chief Quality Officer. The Corporate Compliance Committee is the primary governance structure for coordinating compliance-related risks across core risk functions. The CCO also chairs the Company's Triage Committee, which investigates compliance-related allegations.
4.2	The governance structure of the company enables the Chief Compliance Officer to execute her/his responsibilities impartially.	The Chief Compliance Officer (CCO) has direct and unencumbered access to the Chief Executive Officer and the Regulatory Compliance & Sustainability Committee (RCSC) of the Board of Directors, and also meets privately with the RCSC. Such access allows our CCO to act independently and in the best interest of ethical business conduct. There is Board-level oversight of ethics and compliance issues. Our compliance structure comprises experienced and qualified professionals across the organization, who are functionally independent from commercial interests and report to members of our Executive Committee and Board of Directors. The RCSC of the Board of Directors reviews and discusses with management the implementation and enforcement of policies, standards, procedures and risk management programs—and also compliance with applicable laws and regulations—in the areas of healthcare compliance and anti-corruption, among other regulatory risks. See here for details on this Committee's oversight.
4.3	Ethics and integrity are integral components in all talent and leadership development programmes.	Compliance and ethical leadership are part of the performance assessment, including for our most senior leaders. We conduct regular senior leader performance assessments, and our Leadership Imperatives provide a framework for our annual goals and objectives, development programs and training materials. We know that fostering a culture that is values-based, responsible, ethical and inclusive motivates and empowers our employees. As outlined in the Leadership Imperatives, our employees globally are expected to live Our Credo and pursue Our Purpose by advancing the highest standards of quality, safety, compliance and ethics. Our performance and evaluation process are grounded in assessing progress and performance toward achieving these goals and objectives.

Compliance Function (Cont.)

4.4	The program is adequately resourced and empowered to function effectively.	Each Johnson & Johnson operating company exercises compliance oversight, and management ensures adequate compliance resources are in place. Johnson & Johnson Health Care Compliance Officers (HCCOs) are assigned to help lead, oversee and monitor the compliance program implementation at each company. Each HCCO maintains direct and unencumbered access to the operating company's general manager (i.e., President or Managing Director, or most senior leader of the company), and to our Law Department, Global Audit & Assurance, the Johnson & Johnson Chief Compliance Officer and other Health Care Compliance leaders.
4.5	The frequency of the board actively reviewing the sufficiency of resources allocated to the global anti-corruption and bribery programme including the compliance function.	Our Chief Compliance Officer (CCO) presents to the Regulatory Compliance & Sustainability Committee (RCSC) of the Board of Directors twice each year per the RCSC Charter to discuss specific substantive healthcare compliance risks and issues, as well as trends in healthcare compliance and the Company's plans to address them. And at least annually, the CCO reviews with the RCSC the (a) implementation and effectiveness of the Company's healthcare compliance programs; (b) adequacy of the resources for those programs; (c) organizational talent and process improvements; and (d) healthcare compliance programs of newly acquired companies. For additional details, see here for this Committee's Charter.

Oversight

5.1	Access by the Chief Compliance Officer to the board including the board committees (i.e, the supervisory level of the company) on a formalised basis and the actual frequency of that access in practice.	Our Chief Compliance Officer (CCO) presents to the Regulatory Compliance & Sustainability Committee (RCSC) of the Board of Directors twice each year, per the RCSC Charter, and at least annually, the CCO reviews with the RCSC the (a) implementation and effectiveness of the Company's healthcare compliance programs; (b) adequacy of the resources for those programs; (c) organizational talent and process improvements; and (d) healthcare compliance programs of newly acquired companies. In 2022, the CCO attended four RCSC meetings, presenting at each, and had two private sessions with the RCSC. For additional details, see here for this Committee's Charter.
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