Johnson & Johnson - Climate Change 2022

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Johnson & Johnson and its subsidiaries (Johnson & Johnson) have approximately 141,700 employees worldwide engaged in the research and development, manufacture and sale of a broad range of products in the health care field. Johnson & Johnson is a holding company, with operating companies conducting business in virtually all countries of the world. The Company's primary focus is products related to human health and well-being. The Company is organized into three business segments: Consumer Health, Pharmaceutical and MedTech.

MedTech

The MedTech segment includes a broad range of products used in the Interventional Solutions, Orthopaedics, Surgery, and Vision fields.

Pharmaceutical

The Pharmaceutical segment is focused on six therapeutic areas: Immunology (e.g., rheumatoid arthritis, inflammatory bowel disease and psoriasis), Infectious Diseases and Vaccines (e.g., HIV/AIDS and COVID-19), Neuroscience (e.g., mood disorders, neurodegenerative disorders and schizophrenia), Oncology (e.g., prostate cancer and hematologic malignancies, lung cancer and bladder cancer), Cardiovascular and Metabolism (e.g., thrombosis, diabetes and macular degeneration) and Pulmonary Hypertension (e.g., Pulmonary Arterial Hypertension).

Consumer Health

The Consumer Health segment includes a broad range of products focused on personal healthcare used in the Skin Health/Beauty, Over-the-Counter medicines, Baby Care, Oral Care, Women's Health and Wound Care markets.

This response contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995. The reader is cautioned not to rely on these forward-looking statements. Our "Cautionary Note Regarding Forward-Looking Statements" and "Risk Factors" can be found in Johnson & Johnson's Annual Reports (see details at jnj.com/about-jnj/annual-reports) and in Johnson & Johnson's subsequent Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission. Johnson & Johnson does not undertake to update any information in this response as a result of new information or future events or developments. Information on corporate sustainability measures can be found in the Johnson & Johnson Health for Humanity Report (see details at https://healthforhumanityreport.jnj.com/).

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2021	December 31 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

Argentina
Australia
Belgium
Brazil
Canada
China
Colombia
Dominican Republic
Egypt
France
Germany
Greece
India
Indonesia
Ireland
Israel
Italy
Japan
Malaysia
Mexico
Netherlands
Philippines
Poland
Puerto Rico
Republic of Korea
Russian Federation
Singapore
South Africa
Spain
Sweden
Switzerland
Taiwan, China
Thailand
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	JNJ

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Other C-Suite Officer	Johnson & Johnson's corporate governance structure is comprised of a Board of Directors, represented by independent Directors and the Executive Chairman and Chief Executive Officer (CEO) as Johnson & Johnson employees, and an internal management leadership group – the Executive Committee. The individual with responsibility for climate-related issues is the Executive Vice President & Chief Global Supply Chain Officer. As a member of the Executive Committee, and a management representative on the Johnson & Johnson Board of Directors' Regulatory Compliance Committee and Science, Technology & Sustainability Committee (STSC), this position has direct oversight of the Environmental Health & Safety Department and the Office of Sustainability. Responsibility for climate-related issues have been assigned to this position because it has direct responsibility for many inter-related climate change risks and opportunities, including all aspects of supply chain and procurement for Johnson & Johnson's business segments (Consumer Health, MedTech, and Pharmaceutical). Furthermore, the Science, Technology & Sustainability Committee (STSC) reviews and provides input on components of the Company's Environment, Social and Governance (ESG) program and various related topics, including our climate change actions. An example of a climate-related decision made in 2020 by this individual was the approval of Johnson & Johnson's 2030 Carbon Neutrality goal for its own operations.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding risk management policies Reviewing and guiding business plans Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	The Chief Sustainability Officer (CSO), who leads the Office of Sustainability, presents updates on the progress toward climate-related goals and targets to the Science, Technology and Sustainability Committee (STSC) at least annually. The CSO provides regular updates (at least quarterly) to the Executive Vice President and Chief Global Supply Chain Officer, who is a member of the Company's Executive Committee and a management representative on the STSC and the Regulatory Compliance Committee (RCC). The Executive Vice President and Chief Global Supply Chain Officer has ultimate approval over the climate risk strategy, policies and release of climate-related information. Key milestones toward our climate goals are included in the scorecard that is used to hold our CEO and senior executives accountable for business performance and is reviewed with our Board of Directors on a quarterly basis. This scorecard is used as part of the process to determine executive compensation and includes both financial (such as sales and earnings per share) and non-financial (such as product quality, product, patient and consumer safety, diversity and climate) goals.
Sporadic - as important matters arise	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives	<Not Applicable>	Many of these topics would be scheduled line items only if there were significant changes in strategic direction (for example, the water risk assessment program implemented in 2015, which was ultimately approved by the Executive Vice President and Chief Global Supply Chain Officer). These include providing employee incentives; reviewing and guiding business plans; reviewing and guiding major plans of action; reviewing and guiding risk management policies; reviewing and guiding strategy; setting performance objectives; reviewing and guiding corporate responsibility strategy; and reviewing innovation/R&D priorities related to environmental performance. Otherwise, these would be sporadic as important matters arise. Additionally, several of these mechanisms have climate change integrated into the governance process but may not be reported to the Board of Directors as a specific line item unless it is critical or requires additional input. For example, risk management teams review acquisitions during due diligence for their risks and/or costs to conform to regulatory standards, internal standards such as Johnson & Johnson's water risk program and long-term operational risk management. When an acquisition is presented to the Board, only the top risks are presented, of which climate is not likely to be at the top. Similar mechanisms exist for reviewing and guiding annual budgets or overseeing major capital expenditures. Climate change and/or water budgets are typically handled through business segments but may have further review by the Executive Vice President and Chief Global Supply Chain Officer and/or Executive Committee if needed.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Johnson & Johnson Board of Directors demonstrate competence on ESG issues, inclusive of those climate-related, as they are embedded in Our Credo values and Our Purpose to change the trajectory of health for humanity. Specific to climate-related risks, opportunities and impacts, the criteria we use to assess competence of Board members include, but are not limited to, leveraging scientific training to advocate for solutions at the intersection of human health and climate health; experience with product innovation that addresses opportunities to unlock business value; and expertise in technological solutions related to enabling significant shifts in approaches, including new business models, to maintain long-term business resilience.	<Not Applicable>	<Not Applicable>

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Sustainability Officer (CSO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly
Other C-Suite Officer, please specify (Executive Vice President & Chief Global Supply Chain Officer)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Chief Sustainability Officer (CSO) reports to the Executive Vice President & Chief Global Supply Chain Officer (the highest level of responsibility for climate-related issues), who is a member of the company's Executive Committee. The CSO is invited as necessary to Science, Technology & Sustainability Committee (STSC) meetings at least annually for environmental sustainability agenda items. Several lines of business directly responsible for environmental sustainability issues, including energy management, waste, water risk and product stewardship compliance, report to this position. While these teams own direct management of their programs (for example, energy managers will manage the 2030 Carbon Neutrality Goal), this 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 strategy and goals including Health for Humanity Goals. For example, in 2020 the CSO and the Executive Vice President & Chief Global Supply Chain Officer approved the setting of a 2030 Carbon Neutrality Goal for Johnson & Johnson operations that began in 2021.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Chief Executive Officer (CEO)	Monetary reward	Emissions reduction target	Our progress toward our climate goals is included in the scorecard that is used to hold our CEO and senior executives accountable for business performance and is reviewed with our Board of Directors on a quarterly basis. This scorecard is used as part of the process to determine executive compensation and includes both financial (such as sales and earnings per share) and non-financial (such as product quality, product, patient and consumer safety, diversity and climate) goals.
Chief Procurement Officer (CPO)	Monetary reward	Supply chain engagement	The CPO is responsible for the development and success of the Johnson & Johnson Procurement function and the achievement of our Health for Humanity 2025 goal to expand the Johnson & Johnson Supplier Sustainability Program, which includes: monitoring, engaging and collaborating with suppliers on our joint environmental, social and ethical obligations. We have a 3-tiered approach to including all of our suppliers; we monitor our entire supply base, then where needed, engage suppliers for specific workstreams, and lastly collaborate with leading suppliers on high-impact sustainability projects. We identify high impact, high spend and high-risk suppliers through our monitoring efforts and then engage these suppliers in several sustainability workstreams to ensure they are upholding all of Johnson & Johnson's expectations in the sustainability space. All suppliers are obliged to conform to our Responsibility Standards for Suppliers (RSS) and all other relevant Johnson & Johnson policies, commitments and goals. Bonuses are awarded as a result of meeting several criteria, including achievement of the Health for Humanity 2025 Goals. Our CPO strongly believes that by collaborating with our partners to strengthen the social, environmental and economic performance of our supply chain, we are driving sustainability efforts beyond our four walls and strengthening Johnson & Johnson as well.
Chief Sustainability Officer (CSO)	Monetary reward	Emissions reduction target	The CSO has oversight of our climate-related Health for Humanity Goals. Bonuses are awarded as a result of meeting many criteria, which include progress against Johnson & Johnson's Health for Humanity Goals.
Energy manager	Monetary reward	Emissions reduction target	Regional/sector energy managers own climate-related Health for Humanity 2025/2030 Goals (such as emission reduction activities) applicable to their particular region or business segment. For example, our Health for Humanity 2025 Goal to achieve 100% of electricity from renewable sources, reductions in energy use and emission reduction targets are allotted to regional energy managers based on the operational footprint in various regions. Achieving these goals is tied to each energy manager's Goals and Objectives and performance against this plan influences pay increases and bonuses.
Environment/Sustainability manager	Monetary reward	Emissions reduction target	Environmental Health and Safety (EH&S) managers are responsible for their facility's portion of climate-related Health for Humanity 2025/2030 Goals, i.e., targets on energy use and emissions reductions and increasing renewable energy consumption. Achieving these goals is tied to each EH&S manager's Goals and Objectives and their performance against this plan influences pay increases and bonuses.
Facilities manager	Monetary reward	Emissions reduction target	Facility and Site managers are responsible for their facility's portion of climate–related Health for Humanity 2025/2030 Goals, i.e., targets on energy use and emissions reductions and increasing renewable energy consumption. Achieving these targets is tied to each Facility/Site manager's Goals and Objectives and their performance against this plan influences pay increases and bonuses.
Business unit manager	Monetary reward	Emissions reduction target	Business segment managers are responsible for certain portions of the Health for Humanity 2025/2030 Goals, which include several climate change-related targets including emission reduction targets. Business segment managers work with Energy managers, EH&S managers and Facilities/Site managers within their units to set goals and approve projects related to their portion of the 2025/2030 Goals. Business segment managers have Goals and Objectives that include achieving the goals that they own and performance against those plans is tied to their reviews and bonuses. There are additional monetary "Inspire" awards that can be given to employees or a team if a segment excels in achieving their goals, including climate change goals.
Other C-Suite Officer	Monetary reward	Emissions reduction target	Executive Vice President and Chief Global Supply Chain Officer has oversight of our Health for Humanity 2025/2030 Goals, which include climate change-related goals. Bonuses are awarded as a result of meeting many criteria, which may include progress against Johnson & Johnson's Health for Humanity 2025/2030 Goals.
Procurement manager	Monetary reward	Supply chain engagement	Procurement Category Leaders and Supplier Sustainability Council members are responsible for the achievement of our supply base commitments through our Supplier Sustainability Program. Our Health for Humanity 2025 Goal is to expand the Johnson & Johnson Supplier Sustainability Program to include all suppliers: monitoring, engaging and collaborating with all suppliers on our joint environmental, social and ethical obligations. The CPO is responsible for the development and success of the Johnson & Johnson Procurement function and the achievement of our Health for Humanity 2025 goal. We have a 3-tiered approach to including all of our suppliers, as described above. Bonuses are awarded as a result of meeting several criteria, including achievement of the Health for Humanity 2025 Goals. Our CPO strongly believes that by collaborating with our partners to strengthen the social, environmental and economic performance of our supply chain, we are driving sustainability efforts beyond our four walls and strengthening Johnson & Johnson as well. To make progress towards the goal, we set annual targets for suppliers enrolled in our program. All of our suppliers are required to conform to our RSS and we monitor for suppliers that represent high risk, high impact or high spend and then engage them on a program of assessment and disclosure. The engage tier of our program has multiple workstreams. All suppliers in this tier complete an EcoVadis assessment, measuring their capabilities against our RSS and in addition are included in other workstreams where applicable. High impact suppliers based on their estimated emissions impact and water risk are requested to disclose emissions and water data to CDP Supply Chain as part of the climate workstream. Category leaders across the enterprise work with their respective category teams to manage, measure and confirm achievement through enterprise and category scorecards. The Supplier Sustainability Council member for each of our procurement categories ensures that suppliers complete all their requirements. Supplier Sustainability Council members, in addition to category leaders, have Goals and Objectives that include supplier sustainability performance. Their performance against the category goals is tied to their reviews and bonuses.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	1	3	Short-term horizons are aligned with a general financial planning time horizon and a view of energy efficiency / renewable energy project planning horizons. These time frames are generally aligned with other business practice time horizons.
Medium-term	3	10	Medium-term horizons are aligned with Johnson & Johnson's broader strategy and vision and are specifically used for long-term goals. Johnson & Johnson has traditionally set medium-term climate-related goals, with the current goal from 2020–2030. These timeframes are generally longer than other business practice time horizons considered "medium-term" (three - five years).
Long-term	10	40	Long-term horizons are aligned with our 2045 Net Zero ambition. These timeframes are longer than other business practice time horizons considered "long-term" (five-ten years).

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Definition of 'substantive financial or strategic impact' when identifying or assessing climate-related risks:

Risk management requires a broad understanding of internal and external factors that can impact achievement of strategic and business objectives. Historically, risks to the Company's success have been categorized as Strategic, Operational, Compliance and Financial & Reporting. However, as the world in which we operate becomes more complex and unpredictable, the corresponding risks and their potential impact have increased (The World Economic Forum Global Risks Report). To ensure the Johnson & Johnson Enterprise Risk Management (ERM) Framework appropriately incorporates the evolving risk landscape, our risk categories now also address Environmental, Social and Cybersecurity risks. Additionally, the Compliance risk category has been expanded to explicitly include legal and regulatory risk.

Our thinking about risk categories is also informed by the results of internal risk assessments and risk assurance work, as well as insights from various industry sources such as the Gartner Risk Management

Leadership Council, The World Economic Forum Global Risks Report, The Global Reporting Initiative Framework, CDP and The Task Force on Climate-related Financial Disclosures.

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 context of Securities & Exchange Commission required disclosures around "Risk Factors" which are publicly disclosed annually in our 10-K. These risk factors consider both various 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.

All risks and opportunities disclosed meet the criteria for a substantive financial or strategic impact for the purposes of this report but do not necessarily meet the criteria for materiality per our financial disclosures.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered
Direct operations
Upstream
Downstream

Risk management process
Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment
More than once a year

Time horizon(s) covered
Short-term
Medium-term
Long-term

Description of process
The values that guide our decision-making are contained in Our Credo, written over 75 years ago. Our Credo guides us to put the needs and well-being of the people we serve first and sets the tone and values of our organization. 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 and 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. 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. The Johnson & Johnson ERM Framework comprises five intertwined components: 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. 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, including risks with the potential to have substantive financial or strategic impacts. Risks or opportunities that are determined to affect our ability to achieve established objectives are addressed. 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. 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 do not 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. 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 Sector 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 help reduce the potential likelihood of recurrence. 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 management 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 over-arching strategic goals and oversees the business sectors 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 management functions are responsible for identifying and assessing risks to business leaders and collaborating with them to find effective ways to manage identified risks.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Current regulation is considered a relevant operational or strategic risk that is always included in risk assessments. An example of risks considered as part of current regulation include Johnson & Johnson's exposure to carbon tax and emission trading schemes, which currently include the EU ETS and UK CRC and potential impacts of other carbon regulation in our supply chain. This is incorporated into facility-level risk assessments, managed at a facility and regional level by the regional energy teams and Facilities Management teams and monitored at the corporate level.
Emerging regulation	Relevant, always included	Emerging regulation is considered a relevant operational or strategic risk that is always included in integrated risk assessments. Johnson & Johnson evaluates emerging regulation and its potential to increase operating costs in our direct operations and our supply chain. As a global company with 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, including 14 in China, seven in the United Kingdom, 14 in California, two in Australia, four in Canada, ten in Brazil and 50 in Europe. Currently two of Johnson & Johnson's facilities are active under the EU ETS and all other facilities fall below the requirements for current or pending schemes. For longer-term impacts, we have conducted a qualitative scenario analysis of future risks based on the IEA World Energy Outlook (IEA WEO) under a Business as Usual (BAU) scenario and a Sustainable Development Scenario (1.7C – 1.8C). Johnson & Johnson also evaluates potential costs of emerging regulation (for example, a carbon tax in all operations) to determine the economic feasibility of certain contractual instruments such as renewable electricity Power Purchase Agreements (PPAs). This is incorporated into facility-level risk assessments, managed at a facility and regional level by the regional energy teams and Facilities Management teams and monitored at the corporate level.
Technology	Relevant, always included	Technology risks (improvements or innovations that support the transition to a low-carbon, energy-efficient economic system) are relevant operational risks and always included in climate-related risk assessments. As a consumer-facing company that sells consumer goods, medical devices and pharmaceuticals, an example of a relevant risk is fluctuations in technology costs for renewable sources used in our operations. As of 2021, we have 49 solar arrays and five wind turbines, totaling 45 megawatts of capacity on our properties in 17 countries – enough to power an estimated 7,500 households for a year. All renewable energy projects are evaluated for risks related to fluctuating technology performance and costs before they are approved. This is incorporated into facility-level risk assessments, managed at a facility and regional level by the regional energy teams and Facilities Management teams and monitored at the corporate level.
Legal	Relevant, always included	Legal risk is considered a relevant strategic risk that is always included in integrated risk assessments. As a consumer-facing company that sells consumer goods, medical devices and pharmaceuticals, climate-related litigation claims are unlikely compared to other industries. However, Johnson & Johnson does monitor indirect climate-litigation risks such as non-compliance litigation for water or carbon. We monitor legal and regulatory environments in markets where we operate. This issue is monitored by Environmental Health and Safety (EH&S) teams at the local level, as well as the Office of Sustainability team globally, with the support of the law department as needed.
Market	Relevant, always included	Market risk is considered a relevant operational or strategic risk that is always included in integrated risk assessments. Examples of risks included as part of climate-related market fluctuations are the following: the availability of raw materials such as fossil fuel-based substances and ecological system services such as forest goods, including wood-derived (paper products) and palm-derived (Oleochemicals). For example, forest product sourcing was determined to be a potential risk to our reputation or public trust; to that end, we updated our Forest Products Sourcing Principles and rolled out a supplier program focused on a systemic approach to identifying, assessing and controlling forestry risk. This is incorporated into risk management assessments from the Office of Sustainability and Procurement teams.
Reputation	Relevant, always included	Reputational risk is considered a relevant strategic risk that is always included in risk assessments because a potential perception that Johnson & Johnson is a large consumer of natural resources and non-renewable energy sources could lead to a decrease in sales and/or reputational damage. Examples of risks assessed include consumer perceptions of products, our corporate responsibility programs and community perceptions of our impact in their areas (for example, responsible water usage in water-stressed areas or campaigns from NGOs on transparency of palm derivatives supply chains). This is incorporated into risk assessment processes of many enterprise functions, including Office of Sustainability and Risk & Crisis Management.
Acute physical	Relevant, always included	Acute physical impacts are considered a relevant operational, strategic and/or financial risk that is always included in risk assessments. Examples of risks considered as part of 'acute physical' include exposure to extreme storm events such as hurricanes and floods (for example, flooding at facilities in Germany and New Jersey in 2021). Facility-level risks are documented as part of Business Continuity Plans and managed at a corporate level through multiple parties. Climate-related risk exposure is managed in part through the Office of Sustainability, which provides information on general risks such as the increased frequency of acute physical events because of climate change. Certain acute physical risks such as flooding are also evaluated through our comprehensive water risk assessment process, whereby all manufacturing and/or R&D locations must undergo a risk assessment and high-risk sites must develop mitigation plans. We've also implemented a Risk & Crisis Management team within Engineering & Properties Services responsible for managing and coordinating cross-functional teams and processes across Johnson & Johnson involved in emergency planning, response and recovery efforts for crisis events, including natural, conflict-related or technological disasters with the potential to impact our employees, facilities, or product flow to customers. This position is also responsible for providing executive summaries to keep management informed of these situations.
Chronic physical	Relevant, always included	'Chronic physical' is considered a relevant operational, strategic and/or financial risk that is always included in risk assessments. Examples of risks considered as part of 'chronic physical' include our comprehensive water risk assessment that evaluates water stress/scarcity, projected future increases in site and watershed demand, upstream storage, flooding, drought, watershed health, community safe water and sewer access, total water use, economic implications (water spend) and reputational impacts. Each high-water risk site has developed a mitigation plan which includes budget allocations to mitigate risk. These mitigation plans are integrated into broader enterprise risk management plans and Business Continuity Plans. Climate-related risk exposure is managed in part through the Office of Sustainability, which coordinates the water risk assessment process. General Business Continuity Planning is managed by multiple groups including Enterprise Facilities Management teams.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier
Risk 1

Where in the value chain does the risk driver occur?
Direct operations

Risk type & Primary climate-related risk driver

Emerging regulation	Carbon pricing mechanisms

Primary potential financial impact
Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification
<Not Applicable>

Company-specific description
Johnson & Johnson has facilities in areas with current and pending carbon tax or carbon cap and trade schemes, including 14 in China, seven in the United Kingdom, 14 in California, two in Australia, four in Canada, ten in Brazil and 50 in Europe. Currently two of Johnson & Johnson's facilities are active under the EU ETS and all other facilities fall below the requirements for current or pending schemes. It is possible that thresholds in any of these areas could be lowered and could thereby include additional Johnson & Johnson facilities, but Johnson & Johnson does not currently consider this to be likely. Johnson & Johnson also does not consider these risks to be material based on the cost of energy as a percent of sales and on our existing efforts to prepare for a carbon-constrained economy. The total cost of energy in 2021 for all facilities worldwide was approximately $270 million. U.S. Energy represents less than one-third of 1% when compared to 2021 sales of $93.8 billion U.S. We have evaluated the impact of carbon tax scenarios with a range of $5 to $100/tonne carbon price for all Johnson & Johnson locations within our greenhouse gas reporting boundary.

Time horizon
Medium-term

Likelihood
Very unlikely

Magnitude of impact
Medium-low

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
3800000

Potential financial impact figure – maximum (currency)
76500000

Explanation of financial impact figure
Approach & Assumptions: A $40/ton price (approximately $30 million) is aligned to the proposed Climate Leadership Council's U.S. Carbon Fee, which was designed to meet the U.S.'s commitment of the Paris Climate Accord to keep warming below 2 degrees Celsius. We have used a broader range of carbon pricing to examine scenarios of minimal regulation ($5 / tonne) to significant regulation ($100 / tonne). Figures used in calculation: We have evaluated the carbon tax implications for our business for the scenarios of $5/tonne, $10/tonne, $40/tonne and $100/tonne. The figure of $3.8 million is based on the $5/tonne scenario multiplied by our total 2021 Scopes 1 and 2 market-based emissions, while the potential maximum is based on a $100/tonne: Financial impact calculation: $5 * 764,760 market-based tonnes = $3,823,800 rounded to $3.8 million; $100 * 764,760 market-based tonnes = $76,476,005 rounded to $76.5 million

Cost of response to risk
24100000

Description of response and explanation of cost calculation
Our management method is a combination of ambitious climate goals, supporting policies that facilitate the transition to a clean energy economy and investing in projects that reduce our emissions. Johnson & Johnson considers decreasing our emissions and increasing our energy efficiency to be the most effective method to manage increased operational costs from carbon regulation. In 2020, we committed to and received validation of a Science Based Target (SBT) to reduce absolute Scope 1 & 2 greenhouse gas (GHG) emissions 60% by 2030 from 2016 and to reduce absolute upstream scope 3 GHG emissions 20% over the same period. In 2021, we achieved a 34% reduction in our Scope 1 & 2 emissions compared to a 2016 baseline. In 2021, we accelerated our renewable electricity target to source 100% of our electricity needs from renewable sources by 2025 (previous target year was 2050). Johnson & Johnson produced/procured 52% of electricity from renewable sources in 2021. Since 2005, we have had a dedicated annual $40 million CO2 Capital Relief Program for projects that have a proven CO2 reduction and an internal rate of return of >15%. Case study on reducing this risk: In 2021, Johnson & Johnson spent $24.1 million on projects that will reduce our GHG emissions, increase our renewable energy capacity and generate energy cost savings. We also work to decrease our dependence on fossil fuels and to diversify our energy portfolio. In 2021, Johnson & Johnson signed four new renewable Power Purchase Agreements (PPAs) — one in North America and three in Europe — as well as two Utility Green Tariff contracts in the United States. These agreements and our prior renewable electricity efforts, re expected to provide the equivalent of 100% renewable electricity for our operations in the United States, Canada and Europe by 2023. How cost of response was calculated: The cost of management is $24.1million and was derived from the cost of capital investments in 43 carbon-reduction projects implemented or under construction in 2021. This is an annual investment as part of our dedicated CO2 Capital Relief Program, where $470 million total spend on 260 projects completed since 2005 has avoided 313,965 MT CO2e: 1 yr * CO2 Capital Relief of $24.1M = $24,100,000

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?
Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier
Opp1

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Energy source

Primary climate-related opportunity driver
Use of lower-emission sources of energy

Primary potential financial impact
Reduced indirect (operating) costs

Company-specific description
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 2021), we continuously evaluate and implement efficiency and renewable energy projects that reduce our energy consumption and costs. In 2021, 52% of Johnson & Johnson's electricity was produced or procured from renewable energy sources, including 49 solar arrays and five wind turbines on our properties in 17 countries, in the regions of North America, Latin America, Asia Pacific and Europe. A mindset towards long-term investment in renewables has resulted in energy-related operational savings, rate stability and supporting momentum in the transition to a low-carbon economy. The transition to clean energy represents a significant opportunity. According to the Clean Energy Buyers Alliance (CEBA), "[t]The private sector is responsible for over 60% of electricity consumption and a major driver of economic and political change. If companies with 100% renewable energy goals today achieve them, it will catalyze as much capacity as was installed from all U.S. Renewable Portfolio Standards since 2011." Becoming more energy- and carbon-efficient are essential ways we can reduce our impact on the planet while maintaining cost effective manufacturing and supply for our patients, consumers and customers around the world. We have a long history of innovation and leadership in energy management and have taken sustained, long-term action to reduce our greenhouse gas (GHG) emissions.

Time horizon
Short-term

Likelihood
Likely

Magnitude of impact
Low

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
21900000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Approach & Assumptions: Our CO2 Capital Relief Program was implemented in 2005 to capitalize on energy cost saving opportunities resulting from a programmatic approach to managing carbon emissions, which has included significant investments in renewable energy opportunities. This dedicated $40 million per year budget is available for projects that demonstrate potential CO2 savings and provide a financial return of 15% or higher. Our approach is to disclose the annual cost savings from a subset of this program related to renewable investments on our properties, as it has had success in reducing our ongoing energy costs. Figures used in calculation: Results are reported as a cumulative annual estimated energy cost savings from completed renewable or low-carbon energy projects on our properties since the program was implemented in 2005. Cost savings are calculated by comparing renewable or low-carbon cost savings estimates before project implementation and expected generation after implementation using engineering estimates at the time the projects are approved. Financial impact calculation: $20.2 million (cumulative annual savings from renewable energy projects between 2005 and 2020) + $1.7 million (annual savings achieved from completed renewable energy projects in 2021) = $21,900,000

Cost to realize opportunity
9500000

Strategy to realize opportunity and explanation of cost calculation
Our strategy to realize this opportunity is to set goals to increase our production and procurement of renewable electricity. As part of our Health for Humanity 2025 Goals and our RE100 participation, we have a target to produce/procure 100% of our electricity needs from renewable sources by 2025. In 2020, we set a goal to become carbon neutral in our operations by 2030 and in 2021 signed on to the Race to Zero/Business Ambition for 1.5 campaign and have an ambition to achieve net zero carbon emissions across our value chain by 2045. In 2019, we became founding members with board representation of the Clean Energy Buyers Alliance (CEBA), an association for large-scale energy buyers working toward the creation of a resilient, zero-carbon energy system across the United States. We have collaborated heavily with non-governmental organizations and peer companies in the CEBA membership, which has helped us progress our renewable energy initiatives. Case study describing efforts to realize the opportunity: In 2021, Johnson & Johnson signed four new renewable Power Purchase Agreements (PPAs)—one in North America and three in Europe—as well as two Utility Green Tariff contracts in the United States. These agreements and our prior renewable electricity efforts are expected to provide the equivalent of 100% renewable electricity for our operations in the United States, Canada and Europe by 2023. We also continued to expand the installation of on-site solar arrays at our facilities, with new installations in 2021 in China, Colombia, South Africa and Thailand. New this year was the introduction of an on-site PPA structure in the form of multiyear "energy as a service" contracts at two sites, enabling GHG-reduction benefits without the need for capital investment. At one of the largest manufacturing sites in South Africa, the Cape Town installation represented the first renewable electricity initiative for Johnson & Johnson in South Africa. How cost to realize opportunity was calculated: The strategy cost of $9.5 million was derived from the cost of renewable energy projects completed or under construction in 2021, including geothermal, wind and solar installations. Cost of response calculation: $9.5 million spent on renewable energy projects in 2021 * 1 year = $9,500,000

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan

Yes

Mechanism by which feedback is collected from shareholders on your transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

During 2021, we worked to develop a transition plan which aligns with a 1.5°C world and as part of the 2021 Health for Humanity Report, we published our Climate Action Plan At-A-Glance, which reflects our climate achievements through our Health for Humanity 2020 Goals, the progress we intend to make as part of our Health for Humanity 2025 Goals (two of which are by 2030) and the actions we will take to accelerate decarbonization to reach our Net Zero ambition by 2045. Pivoting off this Climate Action Plan At-A-Glance is qualitative and quantitative disclosure reflecting additional information on our transition plans, goal progress and ambition commitments. The feedback mechanism associated with this publication of our Climate Action Plan At-A-Glance is the e-mail address for the Johnson & Johnson Enterprise ESG Program Office. It is included in the Report's "About this Report" section, as well as on the cover of our 2021 ESG Summary, which also includes our Climate Action Plan At-A-Glance. We solicit our stakeholders to contact us with queries and feedback and the mailbox is actively monitored. Also, the "Corporate Governance" section of the Report includes a prompt for stakeholders to reach out to our Board of Directors, who oversee Company management of environmental risks, including those for climate change. This remains accessible to all stakeholders via several channels, which can be found at our "Contact the Board" web page on our JNJ.com website (see details at: https://johnsonandjohnson.gcs-web.com/corporate-governance/contact-the-board). All channels of correspondence are also actively monitored.

Frequency of feedback collection

More frequently than annually

Attach any relevant documents which detail your transition plan (optional)

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative and quantitative	<Not Applicable>	<Not Applicable>

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Physical climate scenarios: RCP 4.5	Company-wide	<Not Applicable>	Johnson & Johnson undertook a qualitative climate-related scenario analysis in line with the TCFD recommendations in 2018. Nine existing climate scenarios were evaluated covering transitional and physical risks, with the IPCC AR5 selected as reference for physical risks. RCP 4.5 was included in the Low Carbon Scenarios 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. Time horizon & relevance: Time horizons considered were up to 2040 for transitional risks and up to 2100 for physical risks. This is relevant because it includes timeframes where significant transitional & physical changes could be expected to impact Johnson & Johnson under different BAU and Low-Carbon Scenarios. Areas Johnson & Johnson considered in the scenario analysis include both direct operations and supply chain in areas of energy pricing, political stability, global disease profiles, technological changes, consumer awareness, physical impacts and deforestation.
Physical climate scenarios: RCP 8.5	Company-wide	<Not Applicable>	Johnson & Johnson undertook a qualitative climate-related scenario analysis in line with the TCFD recommendations in 2018. Nine existing climate scenarios were evaluated covering transitional and physical risks, with the IPCC AR5 selected as reference for physical risks. RCP 8.5 was included in the Business as Usual (BAU) scenarios 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. Time horizon & relevance: Time horizons considered were up to 2040 for transitional risks and up to 2100 for physical risks. This is relevant because it includes timeframes where significant transitional & physical changes could be expected to impact Johnson & Johnson under different BAU and Low-Carbon Scenarios. Areas of business considered: Areas Johnson & Johnson considered in the scenario analysis include both direct operations and supply chain in areas of energy pricing, political stability, global disease profiles, technological changes, consumer awareness, physical impacts and deforestation.
Transition scenarios: IEA SDS	Company-wide	<Not Applicable>	The IEA Sustainable Development Scenario was included in the Low Carbon Scenarios for transitional 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. Time horizons considered were up to 2040 for transitional risks. This is relevant because it includes timeframes where significant transitional and physical changes could be expected to impact Johnson & Johnson under different BAU and Low-Carbon Scenarios. Areas of business considered: Areas Johnson & Johnson considered in the scenario analysis include both direct operations and supply chain in areas of energy pricing, political stability, global disease profiles, technological changes, consumer awareness, physical impacts and deforestation.
Transition scenarios: IEA CPS	Company-wide	<Not Applicable>	The Current Policies Scenario (6C) was included in the Low Carbon Scenarios for transitional 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. Time horizons considered were up to 2040 for transitional risks. This is relevant because it includes timeframes where significant transitional and physical changes could be expected to impact Johnson & Johnson under different BAU and Low-Carbon Scenarios. Areas of business considered: Areas Johnson & Johnson considered in the scenario analysis include both direct operations and supply chain in areas of energy pricing, political stability, global disease profiles, technological changes, consumer awareness, physical impacts and deforestation.

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

How could climate-related physical and transition risks plausibly affect our company, i.e., what are the potential risks to Johnson & Johnson associated with a changing climate?

Results of the climate-related scenario analysis with respect to the focal questions

The scenario analysis conducted in 2021 highlighted the following results: Transition risks from emerging carbon pricing regulations in our direct operations and extended supply chain: As a global company with 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. 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 substantive strategic climate-based risk to our operations and supply chain that has the potential to cause disruptions in operations or increase operational costs. 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.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	How strategy has been influenced: 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 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 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 (NTDs) and pandemic preparedness. Case study of substantial strategic decisions made in this area to date: Our Health for Humanity Goals and ESG strategy address several aspects of these risks. To address price competitiveness specifically related to energy, we have implemented a goal 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	Yes	How strategy has been influenced: 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 world's largest, most broadly-based healthcare company, Johnson & Johnson maintains operations in many countries of the world and works with more than 45,000 suppliers across our three 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 impact our supply chain in several ways: regulatory risks could increase the cost of materials used in our products; physical risks (such as droughts and extreme weather events) have the potential to interrupt supply chains; and reputational risks could arise from climate issues in our supply chain. Case study of substantial strategic decisions made in this area to date: 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.
Investment in R&D	Yes	How strategy has been influenced: As a global healthcare leader, Johnson & Johnson is at the forefront of addressing the world's most intractable diseases. As part of our ambition to create a world without disease our R&D efforts are strategically focused on finding transformational solutions that can change the lives of patients across the world. Climate change could impact how infectious diseases emerge and spread, resulting in the need for new products and services in areas such as pandemic threat (i.e. vector borne and zoonotic diseases, tuberculosis). This can be both a risk and an opportunity – a risk if global disease trends are not anticipated with enough time to develop and market products, and an opportunity to develop and deliver new products to address the need. Our R&D investment strategy has been informed by global health trends, in which climate change plays an indirect role. The magnitude of this impact to date has been small in comparison to other measures. Time horizons covered are short, medium and long-term. Case study of substantial strategic decisions made: In 2021, Johnson & Johnson launched the J&J Centers for Global Health Discovery (Johnson & Johnson Centers), a new, global network of unique research partnerships that will leverage the institutional strengths of Johnson & Johnson and leading academic institutions to accelerate discovery research to address the world's most pressing global health challenges, including infectious diseases whose emergence and spread could be impacted by climate change. The first Johnson & Johnson Satellite Center for Global Health Discovery (Satellite Center) was launched at the London School of Hygiene & Tropical Medicine (LSHTM) at an event co-hosted by Johnson & Johnson and LSHTM. Additional Johnson & Johnson Centers will launch worldwide through 2022. The Johnson & Johnson Centers will advance the critical, early-stage discovery and exploratory science needed to develop potentially lifesaving innovations to address diseases that disproportionately impact the world's poorest and most vulnerable people. Each Satellite Center will focus on entrenched and emerging threats that are pressing and have a high unmet need, including tuberculosis (TB), dengue fever, flavivirus, coronavirus and antimicrobial resistance (AMR).
Operations	Yes	How strategy has been influenced: 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. Case study of substantial strategic decisions made in this area to date: In response to these risks, we have implemented measures to have capital funding available to reduce current and long-term exposure to operational costs whenever possible, such as a CO2 Carbon 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 a potential for increased risk of disruptive severe weather events (notably flood, earthquake, tsunami, extreme wind and wildfire).

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Indirect costs Capital expenditures Capital allocation Acquisitions and divestments Assets	Revenues: Risks included are increased operating costs that may reduce profit margins, reputational risks related to consumers seeking to purchase from sustainable companies and supply chain disruptions from physical risks (whether acute or chronic) that could either cause products to not be available or shift consumer preferences. Time horizons for this element are short to medium- term. Direct costs: Risks from climate include 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 of hurricanes. Case study: Our Health for Humanity 2025 goals address several aspects of these risks. To address price competitiveness specifically related to energy, we have implemented a goal to reduce our carbon emissions 60% by 2030 (from 2016 levels), which has energy-saving implications. To address the risk of water scarcity impacting local supply disruptions, we conduct comprehensive water risk assessments at all manufacturing/R&D locations and implement resource protection plans at the high-risk sites. High-risk sites are defined as those that have extremely high risk for water stress based on the WRI Aqueduct tool and an annual water withdrawal of >30,000m3. Time horizons for this element range from short to long-term depending on the goal. Indirect Costs: We have budgeted ongoing programs such as our Supplier Sustainability Program and our CDP Supply Chain Program involvement. Time horizons for this element are in the short-medium term. Capital expenditures: Risks from climate change are factored into our financial planning process through our implementation of a $40 million CO2 Capital Relief Program for carbon and water-reducing projects. Time horizons for this element are medium-long term. Acquisitions & Divestments: While climate change is not a distinct line item when reviewing risks for an acquisition, all acquisitions are reviewed for their adherence to existing Johnson & Johnson programs and processes, including climate-related risks such as carbon taxes / litigation and water risk assessments. In general, these risks would not rank in the top 20% of risks presented to the Board of Directors. Time horizons for this element are short-medium term. Assets: Risks and opportunities from climate changes have factored into asset financial planning processes through existing processes for capital allocation and Business Continuity Planning. Time horizons for this element are short-medium term.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, and we do not plan to in the next two years

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?
Absolute target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number
Abs 1

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)
<Not Applicable>

Base year
2016

Base year Scope 1 emissions covered by target (metric tons CO2e)
480727

Base year Scope 2 emissions covered by target (metric tons CO2e)
685729

Base year Scope 3 emissions covered by target (metric tons CO2e)
<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
1166456

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
60

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
466582.4

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
192291

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
274292

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
764760

% of target achieved relative to base year [auto-calculated]
57.3955068458076

Target status in reporting year
Underway

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain target coverage and identify any exclusions
Johnson & Johnson commits to reduce absolute scope 1 and 2 GHG emissions 60% by 2030 from a 2016 base year. The target boundary includes biogenic emissions and

removals from bioenergy feedstocks.

Plan for achieving target, and progress made to the end of the reporting year
To achieve our 1.5 degree-aligned Scope 1 and 2 SBT, we will seek to advance energy and process efficiency, source 100% of our electricity needs from renewable sources by 2025 and source renewable heat. We have avoided over 300,000 metric tonnes of carbon emissions annually from the completion of approximately 260 renewable energy and energy efficiency projects since 2005. Through our CO2 Capital Relief Program, we allocate up to $40 million per year for energy efficiency programs at our most energy-intensive manufacturing and R&D sites. Each project must show the potential for both emissions reductions and a financial return of at least 15%. In 2021, 19 efficiency and on-site renewable energy projects were completed through the CO2 Capital Relief Program. Currently, over 50% of our electricity is sourced from renewable technologies. We have built more than 50 on-site renewable energy systems on our properties in 14 countries and have executed 15 deals for off-site renewable electricity procurement. In 2021, we finalized multiple deals that are expected to provide the equivalent of 100% of our electricity in the U.S., Canada and Europe from renewable sources by 2023. We are also developing renewable heating systems and investigating low/zero carbon fuel opportunities. For example, we continue to expand our use of geothermal energy to provide substantial reductions in GHG emissions. At our Janssen campus in Beerse, Belgium, multiple wells, each approximately 1.6 miles deep, provide renewably-sourced hot water that will significantly reduce the site's emissions. At our Ethicon campus in Cincinnati, Ohio (U.S.), we installed a closed-loop, geothermal system with the capacity to provide heating and cooling to the entire 45-acre campus while substantially reducing emissions.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Abs 2

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 3

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
Category 1: Purchased goods and services
Category 2: Capital goods
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Category 4: Upstream transportation and distribution
Category 5: Waste generated in operations
Category 6: Business travel
Category 7: Employee commuting
Category 8: Upstream leased assets

Base year
2016

Base year Scope 1 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 2 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3 emissions covered by target (metric tons CO2e)
8896080

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
8896080

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
<Not Applicable>

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
<Not Applicable>

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
20

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
7116864

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
7116864

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

8971045

% of target achieved relative to base year [auto-calculated]
-4.21337263154108

Target status in reporting year
Underway

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
2°C aligned

Please explain target coverage and identify any exclusions
Johnson & Johnson commits to reduce absolute upstream scope 3 GHG emissions 20% by 2030 from a 2016 base year.

Plan for achieving target, and progress made to the end of the reporting year
To achieve our 2 degree Celsius-aligned Scope 3 SBT, we will engage suppliers in key value chain hot spots to establish emissions reduction strategies, called Joint Climate Plans. We are committed to expanding the Johnson & Johnson Supplier Sustainability Program to include: monitoring, engaging, collaborating with all suppliers on our joint environmental, social and ethical obligations by 2025. This means there will be even more opportunities to identify, engage and collaborate on our joint environmental and social priorities. This includes continued engagement with suppliers on climate and water issues through our CDP Supply Chain program. Additionally, in 2021, we joined with nine other leaders in the pharmaceutical industry to launch Energize, a first-of-its-kind initiative to help decarbonize the global pharmaceutical supply chain. The program aims to educate key industry suppliers on renewable procurement opportunities and to help them in their transition to renewable energy.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
Target(s) to increase low-carbon energy consumption or production
Net-zero target(s)
Other climate-related target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number
Low 1

Year target was set
2015

Target coverage
Company-wide

Target type: energy carrier
Electricity

Target type: activity
Consumption

Target type: energy source
Renewable energy source(s) only

Base year
2015

Consumption or production of selected energy carrier in base year (MWh)
1994223

% share of low-carbon or renewable energy in base year
2

Target year
2025

% share of low-carbon or renewable energy in target year
100

% share of low-carbon or renewable energy in reporting year
52

% of target achieved relative to base year [auto-calculated]
51.0204081632653

Target status in reporting year
Underway

Is this target part of an emissions target?
Yes, achievement of this target will support the achievement of Abs1

Is this target part of an overarching initiative?
RE100

Please explain target coverage and identify any exclusions
By 2025, we aim to source 100% of our electricity needs from renewable sources across all of our facilities within our reporting boundary.

Plan for achieving target, and progress made to the end of the reporting year
Today, over half of our global electricity use comes from renewable sources. We have built more than 50 on-site renewable energy systems on properties in 14 countries and have executed 15 deals for off-site renewable electricity procurement. In 2021, we finalized multiple deals that are expected to provide the equivalent of 100% of our electricity in the U.S., Canada and Europe from renewable sources by 2023.

List the actions which contributed most to achieving this target
<Not Applicable>

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number
Oth 1

Year target was set
2020

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)
Please select

Target denominator (intensity targets only)
<Not Applicable>

Base year
2021

Figure or percentage in base year
65

Target year
2025

Figure or percentage in target year
100

Figure or percentage in reporting year
65

% of target achieved relative to base year [auto-calculated]
0

Target status in reporting year
Underway

Is this target part of an emissions target?
Yes, achievement of this target will support the achievement of Abs2

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain target coverage and identify any exclusions
By 2025, expand the Johnson & Johnson Supplier Sustainability Program to include all suppliers: monitoring, engaging and collaborating with all suppliers on our joint environmental, social and ethical obligations. Includes all suppliers with whom Johnson & Johnson has had a multi-transactional relationship within the past two years. Excludes some suppliers who perform financial services, legal services, academic research or those who do not have a relationship with Johnson & Johnson directly.

Plan for achieving target, and progress made to the end of the reporting year
We know that a collective approach is essential to tackle today's greatest environmental challenges. We have been collaborating for years with our suppliers to accelerate environmental and social improvements across our value chain. Looking to the future, we aim to expand the Johnson & Johnson Supplier Sustainability Program to include all suppliers by 2025. This means there will be even more opportunities for engagement and collaboration on our joint environmental and social priorities. In 2021, we joined with nine other leaders in the pharmaceutical industry to launch Energize, a first-of-its-kind initiative to help decarbonize the global pharmaceutical supply chain. The program aims to educate key industry suppliers on renewable procurement opportunities and to help them in their transition to renewable energy.

List the actions which contributed most to achieving this target
<Not Applicable>

C4.2c

(C4.2c) Provide details of your net-zero target(s).

Target reference number
NZ1

Target coverage
Company-wide

Absolute/intensity emission target(s) linked to this net-zero target
Abs1
Abs2

Target year for achieving net zero
2045

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next 2 years

Please explain target coverage and identify any exclusions
Johnson & Johnson is a proud signatory of the Race to Zero/ Business Ambition for 1.5 campaign and have an ambition to achieve net zero carbon emissions across our value chain by 2045. Downstream indirect use phase emissions are excluded.

Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?
Yes

Planned milestones and/or near-term investments for neutralization at target year
Planned milestones: As per our climate action plan at-a-glance, we plan to meet our Science Based Targets by 2025/2030 as we advance efforts to accelerate decarbonization to reach net zero. Our 2025/2030 climate goals are: 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 and by 2030, reduce absolute upstream value chain (Scope 3) emissions 20% from 2016 levels.

Planned actions to mitigate emissions beyond your value chain (optional)
N/A

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.
Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	1	380
Implementation commenced*	9	5935
Implemented*	19	15060
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in production processes	Compressed air

Estimated annual CO2e savings (metric tonnes CO2e)
1292

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
350000

Investment required (unit currency – as specified in C0.4)
1834087

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Low-carbon energy generation	Wind

Estimated annual CO2e savings (metric tonnes CO2e)
3698

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
1112927

Investment required (unit currency – as specified in C0.4)
6605337

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Smart control system

Estimated annual CO2e savings (metric tonnes CO2e)
1342

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
468336

Investment required (unit currency – as specified in C0.4)
2704679

Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)
750

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
222756

Investment required (unit currency – as specified in C0.4)
392340

Payback period
1-3 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)

Estimated annual CO2e savings (metric tonnes CO2e)
1120

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
340034

Investment required (unit currency – as specified in C0.4)
1880556

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
272

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
183679

Investment required (unit currency – as specified in C0.4)
1139190

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
764

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
222756

Investment required (unit currency – as specified in C0.4)
1127279

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)
685

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
278151

Investment required (unit currency – as specified in C0.4)
1092982

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Compressed air

Estimated annual CO2e savings (metric tonnes CO2e)
611

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
81415

Investment required (unit currency – as specified in C0.4)
713842

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)
39

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
79921

Investment required (unit currency – as specified in C0.4)
1413978

Payback period
16-20 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Waste heat recovery

Estimated annual CO2e savings (metric tonnes CO2e)
1444

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
42641

Investment required (unit currency – as specified in C0.4)
908970

Payback period
21-25 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in buildings	Lighting

Estimated annual CO2e savings (metric tonnes CO2e)
299

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
49974

Investment required (unit currency – as specified in C0.4)
546229

Payback period
11-15 years

Estimated lifetime of the initiative
6-10 years

Comment

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
304

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
102835

Investment required (unit currency – as specified in C0.4)
1796108

Payback period
16-20 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
265

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
49337

Investment required (unit currency – as specified in C0.4)
282000

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)
410

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
58347

Investment required (unit currency – as specified in C0.4)
342635

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)

Estimated annual CO2e savings (metric tonnes CO2e)
291

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
167463

Investment required (unit currency – as specified in C0.4)
509291

Payback period
1-3 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Waste heat recovery

Estimated annual CO2e savings (metric tonnes CO2e)
129

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
26320

Investment required (unit currency – as specified in C0.4)
142590

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)
900

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
170372

Investment required (unit currency – as specified in C0.4)
955060

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes	Compressed air

Estimated annual CO2e savings (metric tonnes CO2e)
445

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
194095

Investment required (unit currency – as specified in C0.4)
800515

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Dedicated budget for energy efficiency	Core to improving our energy efficiency is our CO2 Capital Relief Program, which includes a $40 million per year capital budget to support programs that reduce energy use and emissions.
Lower return on investment (ROI) specification	To attain CO2 reduction funding for a project through our CO2 Capital Relief Program, each project must show the potential for both emissions reductions and a financial return of at least 15%.
Employee engagement	WeSustain, our environmental sustainability employee engagement program, mobilizes passionate employees to improve the environmental health of the places where we live, work and sell our products. In 2021, 78 WeSustain teams across the globe engaged their colleagues to protect the environment and human health through education, idea sharing and community volunteerism in environmental programs. Additionally, during our annual Energy Month in October, we asked employees to take personal action to reduce their carbon footprint by reducing their energy consumption at home and at work. We also asked employees to provide information about their commuting habits and encouraged them to have their children and/or grandchildren participate in the 38th Annual Children's Energy Coloring & Art Contest, aimed to engage with future generations on how we each play a role in reducing CO2 emissions. Throughout the year, we drive employee participation in personal emissions reduction activities using a gamified approach through our internal sustainability engagement platform, HealthyPlanet.
Internal incentives/recognition programs	We host an annual sustainability awards program to recognize Johnson & Johnson sites and individuals around the globe who have made a significant positive impact towards our environmental, health and safety goals. Employees submit applications which are then judged internally and externally to decide the winners. Winners are recognized with monetary awards. Employees can also be recognized for their contributions to sustainability, whether workable ideas or contributing to the execution of a full project, through our internal global recognition platform, Inspire. Monetary awards are provided in either cash or points, depending on award level.
Internal incentives/recognition programs	Most large Johnson & Johnson facilities have local "green teams" dedicated to driving energy efficiency and sustainability initiatives on site. Team members are comprised of volunteers from throughout the organization who are regularly recognized with monetary awards.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
480727

Comment
Data has been rebaselined to incorporate recent acquisitions.

Scope 2 (location-based)

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
685729

Comment
Data has been rebaselined to incorporate recent acquisitions.

Scope 2 (market-based)

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
685729

Comment
Data has been rebaselined to incorporate recent acquisitions.

Scope 3 category 1: Purchased goods and services

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
5937694

Comment
Data has been rebaselined to adjust for inflation.

Scope 3 category 2: Capital goods

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
173646

Comment
Data has been rebaselined to adjust for inflation.

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
202793

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
1384751

Comment
Data has been rebaselined to adjust for inflation.

Scope 3 category 5: Waste generated in operations

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
12785

Comment

Scope 3 category 6: Business travel

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
823258

Comment
Data has been rebaselined to adjust for inflation.

Scope 3 category 7: Employee commuting

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
330460

Comment

Scope 3 category 8: Upstream leased assets

Base year start
January 1 2016

Base year end
December 31 2016

Base year emissions (metric tons CO2e)
30693

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)
367674

Start date
<Not Applicable>

End date
<Not Applicable>

Comment
Through our due diligence and continuous improvement process, we are evaluating potential additional sources of greenhouse gas emissions within our manufacturing processes. We will report additional greenhouse gas emissions, if material, in future disclosures.

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure

Scope 2, market-based
We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based
616093

Scope 2, market-based (if applicable)
397086

Start date
<Not Applicable>

End date
<Not Applicable>

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?
No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
6605416

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions were calculated using company spend in the reporting year paired with appropriate economic input/output (IO) emission factors from Carnegie Melon's 2002 dataset.

Capital goods

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
207060

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions were calculated using company spend in the reporting year paired with appropriate economic input/output (IO) emission factors from Carnegie Melon's 2002 dataset. Where more specific primary data was able to be obtained, it was used in place of the IO calculation methodology.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
241021

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from Fuel-and Energy-related Activities were calculated for emissions from transmission and distribution (T&D) losses from purchased electricity, well-to-tank (WTT) emissions from purchased electricity, WTT emissions from T&D losses and WTT emissions from purchased fuels. Emissions were calculated using IEA loss factors for electricity and DEFRA WTT emission factors for fuels and electricity.

Upstream transportation and distribution

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
1541624

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions were calculated using company spend in the reporting year paired with appropriate economic input/output (IO) emission factors from Carnegie Melon's 2002 dataset.

Waste generated in operations

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
8759

Emissions calculation methodology
Waste-type-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from Waste Generated in Operations were calculated for both non-hazardous and hazardous waste from manufacturing and R&D operations using DEFRA's emissions factors for waste. In years prior to 2020, only non-hazardous waste emissions were reported.

Business travel

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
225317

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
24

Please explain
Emissions were calculated using company spend in the reporting year paired with appropriate economic input/output (IO) emission factors from Carnegie Melon's 2002 dataset. Where more specific primary data was able to be obtained, it was used in place of the IO calculation methodology. Business Travel emissions from personal vehicle travel reflect CO2 only.

Employee commuting

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
117192

Emissions calculation methodology
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Data from a 2021 survey of a sample of employees in all regions, extrapolated for all employees globally were used to estimate average employee commuting and remote working emissions intensity per employee. This value was used to calculate 2021 emissions from Employee Commuting. It should be noted that due to the assumptions that were made, Johnson & Johnson did not receive third-party limited assurance for this scope, but will work to improve these assumptions in the coming years.

Upstream leased assets

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
24657

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from Upstream Leased Assets were calculated by applying the energy intensity from office locations in our Scope 1 and 2 footprint to the building area of leased assets less than 50,000 SqFt, or those greater than 50,000 SqFt outside of our operational control which are excluded from Scope 1 and 2 reporting.

Downstream transportation and distribution

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
55332

Emissions calculation methodology
Supplier-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
Emissions from Downstream Transportation and Distribution were calculated using the U.S. EPA's SmartWay Program, and are provided for U.S. shippers only. Greenhouse gases covered in these calculations include CO2 only. We have identified a level of uncertainty around the reporting boundary and the reported value is potentially overstated. As data is not available until December of the following year, we are reporting 2020 data.

Processing of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
This category is most applicable to companies that sell intermediate products with many potential downstream applications, each of which have a different GHG emissions profile. This is not applicable to Johnson & Johnson as our products are sold directly to our customers and do not require any subsequent processing. This Scope 3 category does not meet any of the criteria (i.e. size, influence, risk, stakeholders, outsourcing, etc.) deemed as "relevant" under the WRI/WBCSD "Corporate Value Chain (Scope 3) Accounting and Reporting Standard" criteria of "sector guidance" as defined in Table 6.1.

Use of sold products

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
8163844

Emissions calculation methodology
Hybrid method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from the Use of Sold Products and the End-of-Life Treatment of Sold Products were calculated using sales volumes for all Johnson & Johnson products combined with Life Cycle Assessment (LCA) models where sales volumes could be obtained, and where there they could not be obtained, sales revenues and average unit prices were used to estimate volumes. Due to the size of our product portfolio, LCA's were not performed for every Johnson & Johnson product, so products were placed into LCA categories and a representative product LCA was applied. It should be noted that due to the assumptions that were made, Johnson & Johnson did not receive 3rd party limited assurance for these scopes but will work to improve these assumptions in the coming years. Total use phase emissions of 8,163,844 metric tonnes includes 76,721 metric tonnes from the direct use phase and 8,087,123 metric tonnes from the indirect use phase.

End of life treatment of sold products

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
223963

Emissions calculation methodology
Hybrid method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from the Use of Sold Products and the End-of-Life Treatment of Sold Products were calculated using sales volumes for all Johnson & Johnson products combined with life cycle assessment (LCA) models where sales volumes could be obtained, and where there they could not be obtained, sales revenues and average unit prices were used to estimate volumes. Due to the size of our product portfolio, LCA's were not performed for every Johnson & Johnson product, so products were placed into LCA categories and a representative product LCA was applied. It should be noted that due to the assumptions that were made, Johnson & Johnson did not receive 3rd party limited assurance for these scopes but will work to improve these assumptions in the coming years.

Downstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
This Scope 3 category does not meet any of the criteria (i.e. size, influence, risk, stakeholders, outsourcing, etc.) deemed as "relevant" under the WRI/WBCSD "Corporate Value Chain (Scope 3) Accounting and Reporting Standard" criteria of "sector guidance" as defined in Table 6.1. Any leased assets are a small portion of Johnson & Johnson's total footprint.

Franchises

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
All operations from franchises are included in Johnson & Johnson's Scope 1 and 2 emissions. This Scope 3 category does not meet any of the criteria (i.e. size, influence, risk, stakeholders, outsourcing, etc.) deemed as "relevant" under the WRI/WBCSD "Corporate Value Chain (Scope 3) Accounting and Reporting Standard" criteria of "sector guidance" as defined in Table 6.1.

Investments

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
According to the WRI/WBCSD, this category is designed primarily for private or public financial institutions and is therefore not considered a relevant Scope 3 category under the WRI/WBCSD "Corporate Value Chain (Scope 3) Accounting and Reporting Standard" criteria of "sector guidance" as defined in Table 6.1.

Other (upstream)

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
N/A

Other (downstream)

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
N/A

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?
Yes

C6.7a

(C6.7a) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO2.

	CO2 emissions from biogenic carbon (metric tons CO2)	Comment
Row 1	1758	Biogenic emissions are produced by the burning of biogas at two of our sites and biomass at two sites.

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure
0.000008155

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
764760

Metric denominator
unit total revenue

Metric denominator: Unit total
93775000000

Scope 2 figure used
Market-based

% change from previous year
12

Direction of change
Decreased

Reason for change
Revenue increased by 13.6% while emissions increased by 2.4%. Emissions intensity reduced by 11.9% from 2020 to 2021 as a result of revenue growth. Johnson & Johnson also invests in emission reduction activities, including a combination of energy efficiency measures and low-carbon installations and purchases equating to approximately 202,495 metric tonne reduction. An example of such an emission reduction initiative implemented in 2021 was the installation of a 3 MW turbine at one of our facilities in Ireland.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?
Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	351337	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	161	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	2609	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	13569	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Argentina	183
Australia	110
Belgium	34621
Brazil	4036
Canada	3396
China	7694
Colombia	584
Egypt	79
France	3823
Germany	3397
Greece	525
India	1046
Indonesia	659
Ireland	23213
Israel	1045
Italy	3637
Japan	381
Malaysia	2130
Mexico	3339
Netherlands	4895
Philippines	1
Puerto Rico	32673
South Africa	1263
Republic of Korea	3928
Spain	587
Sweden	2
Switzerland	9786
Thailand	1950
United Kingdom of Great Britain and Northern Ireland	2237
United States of America	216455

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Consumer Health	61985
MedTech	55424
Non-Operating	105509
Pharmaceuticals	144756

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Argentina	3073	3073
Australia	1411	1411
Belgium	19744	482
Brazil	8932	8786
Canada	409	131
China	65873	65873
Colombia	2253	2471
Egypt	215	215
France	1808	336
Germany	9799	0
Greece	2666	0
India	19974	19974
Indonesia	4208	4208
Ireland	48868	0
Israel	7771	7771
Italy	25575	30845
Japan	6030	1847
Malaysia	6440	6440
Mexico	15814	12083
Netherlands	14474	1121
Philippines	1030	0
Poland	1496	1790
Puerto Rico	96286	96286
South Africa	14390	14390
Republic of Korea	11921	11921
Spain	726	752
Sweden	1657	1704
Switzerland	1131	30
Taiwan, China	496	496
Turkey	255	255
United Arab Emirates	186	0
United States of America	203188	82897
Thailand	14006	14006
Russian Federation	445	445
Singapore	569	581
United Kingdom of Great Britain and Northern Ireland	2971	4463

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Consumer Health	157115	141706
MedTech	253262	128507
Non-Operating	14514	8351
Pharmaceuticals	191201	118521

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	2853	Decreased	0.38	The 2.35% total increase seen from 2020 to 2021 was offset by a 0.38% decrease attributed to the use of renewable energy having a greater impact on overall emissions compared to 2020 due to changes in emission factors in the geographical areas where we generate or purchase renewable energy. Emission value calculation is change in emissions divided by 2020 Scope 1 and 2 emissions = 2,853 MT/ 747,166 MT = 0.38%.
Other emissions reduction activities	9248	Decreased	1.24	The 2.35% total increase seen from 2020 to 2021 was offset by a 1.24% decrease that can be attributed to emission reduction activities. Energy efficiency and renewable energy projects supported by the CO2 Capital Relief Program with full year savings in the reporting year that resulted 9,248 metric tonnes CO2e. Emission value calculation is change in emissions divided by 2020 Scope 1 and 2 emissions = -9,248 MT/ 747,166 MT = -1.24%.
Divestment	0	No change	0	N/A
Acquisitions	0	No change	0	N/A
Mergers	0	No change	0	N/A
Change in output	1211	Decreased	0.16	The 2.35% total increase seen from 2020 to 2021 was offset by a 0.16% decrease attributed to a change in output from site closures. Sites closing from organic decline in the reporting year resulted in a reduction of 1,211 metric tonnes CO2e. Emission value calculation is change in emissions divided by 2020 Scope 1 and 2 emissions = -1,211 MT/ 747,166 MT = -0.16%.
Change in methodology	12155	Increased	1.63	Of the 2.35% total increase seen from 2020 to 2021, a 1.63% increase can be attributed to higher emission factors from 2020 to 2021, mainly in the U.S. Emission value calculation is change in emissions divided by 2020 Scope 1 and 2 emissions = 12,155 MT/ 747,166 MT =1.63%.
Change in boundary	0	No change	0	N/A
Change in physical operating conditions	0	No change	0	N/A
Unidentified	18751	Increased	2.51	This figure was calculated by determining the delta between the known emissions changes from renewable energy (-2,853), other emission reduction activities (-9,248), change in output (-1,211) and change in methodology (12,155) from the known changes in emissions from 2020 to 2021). 764,760 (2021 emissions) – 747,166 (2020 emissions, rebaselined to include recent acquisitions)) = 17,594 metric tonnes CO2e increased. 17,594 - 2,853 (change in renewable energy consumption 2020 to 2021) – 1,211 (change in output) + 12,155 (change in methodology – 9,248 (other emission reduction activities) = 18,751 unidentified emission increases. Emission value calculation is change in emissions divided by 2020 Scope 1 and 2 emissions = 18,751 MT/ 747,166 MT = 2.51%.
Other	0	No change	0	N/A

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	9287	1795151	1804438
Consumption of purchased or acquired electricity	<Not Applicable>	859268	802102	1661370
Consumption of purchased or acquired heat	<Not Applicable>	16309	71438	87748
Consumption of purchased or acquired steam	<Not Applicable>	0	47874	47874
Consumption of purchased or acquired cooling	<Not Applicable>	4098	0	4098
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	59174	<Not Applicable>	59174
Total energy consumption	<Not Applicable>	948137	2716565	3664701

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	Yes
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value
HHV

Total fuel MWh consumed by the organization
761

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
761

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment

Other biomass

Heating value
HHV

Total fuel MWh consumed by the organization
8526

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
8526

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value
HHV

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment

Coal

Heating value
HHV

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment

Oil

Heating value
HHV

Total fuel MWh consumed by the organization
143130

MWh fuel consumed for self-generation of electricity
25203

MWh fuel consumed for self-generation of heat
51666

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
66261

Comment
Includes diesel, fuel oil and kerosene

Gas

Heating value
HHV

Total fuel MWh consumed by the organization
1256730

MWh fuel consumed for self-generation of electricity
1016

MWh fuel consumed for self-generation of heat
1209703

MWh fuel consumed for self-generation of steam
37337

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
8674

Comment
Includes natural gas and propane

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
HHV

Total fuel MWh consumed by the organization
395292

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
395292

MWh fuel consumed for self-generation of steam
0

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
0

Comment
Includes jet fuel and gas/petrol used by vehicle fleet

Total fuel

Heating value
HHV

Total fuel MWh consumed by the organization
1804438

MWh fuel consumed for self-generation of electricity
26219

MWh fuel consumed for self-generation of heat
1665948

MWh fuel consumed for self-generation of steam
37337

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
74935

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	94110	92569	54881	53340
Heat	42005	42005	5834	5834
Steam	37337	37337	0	0
Cooling	0	0	0	0

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area
Argentina

Consumption of electricity (MWh)
10671

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
10671

Is this consumption excluded from your RE100 commitment?
No

Country/area
Australia

Consumption of electricity (MWh)
2284

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
2284

Is this consumption excluded from your RE100 commitment?
No

Country/area
Belgium

Consumption of electricity (MWh)
132619

Consumption of heat, steam, and cooling (MWh)
6469

Total non-fuel energy consumption (MWh) [Auto-calculated]
139088

Is this consumption excluded from your RE100 commitment?
No

Country/area
Canada

Consumption of electricity (MWh)
13416

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
13416

Is this consumption excluded from your RE100 commitment?
No

Country/area
China

Consumption of electricity (MWh)
87178

Consumption of heat, steam, and cooling (MWh)
42101

Total non-fuel energy consumption (MWh) [Auto-calculated]
129279

Is this consumption excluded from your RE100 commitment?
No

Country/area
Colombia

Consumption of electricity (MWh)
12033

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
12033

Is this consumption excluded from your RE100 commitment?
No

Country/area
Egypt

Consumption of electricity (MWh)
427

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
427

Is this consumption excluded from your RE100 commitment?
No

Country/area
France

Consumption of electricity (MWh)
33620

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
33620

Is this consumption excluded from your RE100 commitment?
No

Country/area
Germany

Consumption of electricity (MWh)
28981

Consumption of heat, steam, and cooling (MWh)
1849

Total non-fuel energy consumption (MWh) [Auto-calculated]
30830

Is this consumption excluded from your RE100 commitment?
No

Country/area
Greece

Consumption of electricity (MWh)
5364

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
5364

Is this consumption excluded from your RE100 commitment?
No

Country/area
India

Consumption of electricity (MWh)
26984

Consumption of heat, steam, and cooling (MWh)
3058

Total non-fuel energy consumption (MWh) [Auto-calculated]
30042

Is this consumption excluded from your RE100 commitment?
No

Country/area
Indonesia

Consumption of electricity (MWh)
5494

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
5494

Is this consumption excluded from your RE100 commitment?
No

Country/area
Ireland

Consumption of electricity (MWh)
189726

Consumption of heat, steam, and cooling (MWh)
5834

Total non-fuel energy consumption (MWh) [Auto-calculated]
195560

Is this consumption excluded from your RE100 commitment?
No

Country/area
Israel

Consumption of electricity (MWh)
16198

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
16198

Is this consumption excluded from your RE100 commitment?
No

Country/area
Italy

Consumption of electricity (MWh)
56267

Consumption of heat, steam, and cooling (MWh)
53078

Total non-fuel energy consumption (MWh) [Auto-calculated]
109345

Is this consumption excluded from your RE100 commitment?
No

Country/area
Japan

Consumption of electricity (MWh)
12374

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
12374

Is this consumption excluded from your RE100 commitment?
No

Country/area
Malaysia

Consumption of electricity (MWh)
9689

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
9689

Is this consumption excluded from your RE100 commitment?
No

Country/area
Mexico

Consumption of electricity (MWh)
40450

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
40450

Is this consumption excluded from your RE100 commitment?
No

Country/area
Netherlands

Consumption of electricity (MWh)
36180

Consumption of heat, steam, and cooling (MWh)
15575

Total non-fuel energy consumption (MWh) [Auto-calculated]
51755

Is this consumption excluded from your RE100 commitment?
No

Country/area
Philippines

Consumption of electricity (MWh)
1526

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1526

Is this consumption excluded from your RE100 commitment?
No

Country/area
Poland

Consumption of electricity (MWh)
2241

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
2241

Is this consumption excluded from your RE100 commitment?
No

Country/area
Puerto Rico

Consumption of electricity (MWh)
142093

Consumption of heat, steam, and cooling (MWh)
5533

Total non-fuel energy consumption (MWh) [Auto-calculated]
147626

Is this consumption excluded from your RE100 commitment?
No

Country/area
Russian Federation

Consumption of electricity (MWh)
1187

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1187

Is this consumption excluded from your RE100 commitment?

No

Country/area
Singapore

Consumption of electricity (MWh)
1473

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1473

Is this consumption excluded from your RE100 commitment?
No

Country/area
South Africa

Consumption of electricity (MWh)
15372

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
15372

Is this consumption excluded from your RE100 commitment?
No

Country/area
Republic of Korea

Consumption of electricity (MWh)
15372

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
15372

Is this consumption excluded from your RE100 commitment?
No

Country/area
Spain

Consumption of electricity (MWh)
3647

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3647

Is this consumption excluded from your RE100 commitment?
No

Country/area
Sweden

Consumption of electricity (MWh)
24929

Consumption of heat, steam, and cooling (MWh)
25907

Total non-fuel energy consumption (MWh) [Auto-calculated]
50836

Is this consumption excluded from your RE100 commitment?
No

Country/area
Switzerland

Consumption of electricity (MWh)
46747

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]

46747

Is this consumption excluded from your RE100 commitment?
No

Country/area
Taiwan, China

Consumption of electricity (MWh)
893

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
893

Is this consumption excluded from your RE100 commitment?
No

Country/area
Thailand

Consumption of electricity (MWh)
31569

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
31569

Is this consumption excluded from your RE100 commitment?
No

Country/area
Turkey

Consumption of electricity (MWh)
589

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
589

Is this consumption excluded from your RE100 commitment?
No

Country/area
United Arab Emirates

Consumption of electricity (MWh)
368

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
368

Is this consumption excluded from your RE100 commitment?
No

Country/area
United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)
14178

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
14178

Is this consumption excluded from your RE100 commitment?
No

Country/area
United States of America

Consumption of electricity (MWh)
637484

Consumption of heat, steam, and cooling (MWh)

22321

Total non-fuel energy consumption (MWh) [Auto-calculated]
659805

Is this consumption excluded from your RE100 commitment?
No

Country/area
Brazil

Consumption of electricity (MWh)
85568

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
85568

Is this consumption excluded from your RE100 commitment?
No

C8.2h

(C8.2h) Provide details of your organization's renewable electricity purchases in the reporting year by country

Country/area of renewable electricity consumption
United States of America

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
339194

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
399194

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2017

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Canada

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
9116

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
9116

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2017

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase

No brand, label, or certification

Comment

Country/area of renewable electricity consumption
United States of America

Sourcing method
Unbundled Energy Attribute Certificate (EAC) purchase

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
11032

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
11032

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Sweden

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Large hydropower (>25 MW)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
21077

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
21077

Country/area of origin (generation) of the renewable electricity/attribute consumed
Sweden

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Switzerland

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Large hydropower (>25 MW)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
45579

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
45579

Country/area of origin (generation) of the renewable electricity/attribute consumed
Switzerland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Germany

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Large hydropower (>25 MW)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
28306

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
28306

Country/area of origin (generation) of the renewable electricity/attribute consumed
Norway

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Greece

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
5364

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
5364

Country/area of origin (generation) of the renewable electricity/attribute consumed
Greece

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Mexico

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
9368

Tracking instrument used
Contract

Total attribute instruments retained for consumption by your organization (MWh)
9368

Country/area of origin (generation) of the renewable electricity/attribute consumed
Mexico

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2019

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
United States of America

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
11272

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
11272

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Japan

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Sustainable Biomass

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
8560

Tracking instrument used
J-Credit

Total attribute instruments retained for consumption by your organization (MWh)
8560

Country/area of origin (generation) of the renewable electricity/attribute consumed
Japan

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Belgium

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
116527

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
116527

Country/area of origin (generation) of the renewable electricity/attribute consumed
Belgium

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2020

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Netherlands

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
36155

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
36155

Country/area of origin (generation) of the renewable electricity/attribute consumed
Belgium

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2020

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Philippines

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Geothermal

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
1526

Tracking instrument used
TIGR

Total attribute instruments retained for consumption by your organization (MWh)
1526

Country/area of origin (generation) of the renewable electricity/attribute consumed
Philippines

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Ireland

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
165458

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)

165458

Country/area of origin (generation) of the renewable electricity/attribute consumed
Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
United Arab Emirates

Sourcing method
Unbundled Energy Attribute Certificate (EAC) purchase

Renewable electricity technology type
Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
368

Tracking instrument used
I-REC

Total attribute instruments retained for consumption by your organization (MWh)
368

Country/area of origin (generation) of the renewable electricity/attribute consumed
United Arab Emirates

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2018

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

Country/area of renewable electricity consumption
Thailand

Sourcing method
Purchase from an on-site installation owned by a third party

Renewable electricity technology type
Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
1470

Tracking instrument used
Contract

Total attribute instruments retained for consumption by your organization (MWh)
1470

Country/area of origin (generation) of the renewable electricity/attribute consumed
Thailand

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2021

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
No brand, label, or certification

Comment

C8.2i

(C8.2i) Provide details of your organization's low-carbon heat, steam, and cooling purchases in the reporting year by country.

Country/area of consumption of low-carbon heat, steam or cooling
Netherlands

Sourcing method

Heat/steam/cooling supply agreement

Energy carrier
Heat

Low-carbon technology type
Other, please specify (District heating)

Low-carbon heat, steam, or cooling consumed (MWh)
15575

Comment

Country/area of consumption of low-carbon heat, steam or cooling
Sweden

Sourcing method
Heat/steam/cooling supply agreement

Energy carrier
Cooling

Low-carbon technology type
Other, please specify (District cooling)

Low-carbon heat, steam, or cooling consumed (MWh)
4098

Comment

Country/area of consumption of low-carbon heat, steam or cooling
Sweden

Sourcing method
Heat/steam/cooling supply agreement

Energy carrier
Heat

Low-carbon technology type
Other biomass

Low-carbon heat, steam, or cooling consumed (MWh)
7452

Comment

Country/area of consumption of low-carbon heat, steam or cooling
Sweden

Sourcing method
Heat/steam/cooling supply agreement

Energy carrier
Heat

Low-carbon technology type
Other, please specify (District heating)

Low-carbon heat, steam, or cooling consumed (MWh)
16309

Comment

Country/area of consumption of low-carbon heat, steam or cooling
Switzerland

Sourcing method
Heat/steam/cooling supply agreement

Energy carrier
Heat

Low-carbon technology type
Other biomass

Low-carbon heat, steam, or cooling consumed (MWh)
761

Comment

Country/area of consumption of low-carbon heat, steam or cooling
Switzerland

Sourcing method
Heat/steam/cooling supply agreement

Energy carrier
Heat

Low-carbon technology type
Sustainable biomass

Low-carbon heat, steam, or cooling consumed (MWh)
1074

Comment

C8.2j

(C8.2j) Provide details of your organization's renewable electricity generation by country in the reporting year.

Country/area of generation
Belgium

Renewable electricity technology type
Solar

Facility capacity (MW)
1.33

Total renewable electricity generated by this facility in the reporting year (MWh)
1394

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
1394

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
1394

Comment

Country/area of generation
China

Renewable electricity technology type
Solar

Facility capacity (MW)
1.6

Total renewable electricity generated by this facility in the reporting year (MWh)
1532

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
1532

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
1532

Comment

Country/area of generation
India

Renewable electricity technology type
Solar

Facility capacity (MW)
0.51

Total renewable electricity generated by this facility in the reporting year (MWh)
417

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
417

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
417

Comment

Country/area of generation
Ireland

Renewable electricity technology type
Wind

Facility capacity (MW)
12

Total renewable electricity generated by this facility in the reporting year (MWh)
25606

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
24065

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
24065

Comment

Country/area of generation
Japan

Renewable electricity technology type
Solar

Facility capacity (MW)
0.02

Total renewable electricity generated by this facility in the reporting year (MWh)
35

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
35

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
35

Comment

Country/area of generation
Mexico

Renewable electricity technology type
Solar

Facility capacity (MW)
0.5

Total renewable electricity generated by this facility in the reporting year (MWh)
749

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
749

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
749

Comment

Country/area of generation
Switzerland

Renewable electricity technology type
Solar

Facility capacity (MW)
0.18

Total renewable electricity generated by this facility in the reporting year (MWh)
169

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
169

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
169

Comment

Country/area of generation
Netherlands

Renewable electricity technology type
Solar

Facility capacity (MW)
0.03

Total renewable electricity generated by this facility in the reporting year (MWh)
25

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
25

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
25

Comment

Country/area of generation
United Kingdom of Great Britain and Northern Ireland

Renewable electricity technology type
Solar

Facility capacity (MW)
0.08

Total renewable electricity generated by this facility in the reporting year (MWh)
53

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
53

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
53

Comment

Country/area of generation
United States of America

Renewable electricity technology type
Solar

Facility capacity (MW)
13.17

Total renewable electricity generated by this facility in the reporting year (MWh)
11032

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
0

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
11032

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
0

Comment

Country/area of generation
United States of America

Renewable electricity technology type
Solar

Facility capacity (MW)
0.79

Total renewable electricity generated by this facility in the reporting year (MWh)
910

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
0

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
910

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
0

Comment

Country/area of generation
United States of America

Renewable electricity technology type
Solar

Facility capacity (MW)
1.19

Total renewable electricity generated by this facility in the reporting year (MWh)
2044

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
2044

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
2044

Comment

Country/area of generation
Italy

Renewable electricity technology type
Solar

Facility capacity (MW)
0.02

Total renewable electricity generated by this facility in the reporting year (MWh)
14

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
14

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
14

Comment

Country/area of generation
Republic of Korea

Renewable electricity technology type
Solar

Facility capacity (MW)
0.05

Total renewable electricity generated by this facility in the reporting year (MWh)
50

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
50

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
50

Comment

Country/area of generation
Belgium

Renewable electricity technology type
Wind

Facility capacity (MW)
3.4

Total renewable electricity generated by this facility in the reporting year (MWh)
6799

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
6799

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
6799

Comment

Country/area of generation
Brazil

Renewable electricity technology type
Solar

Facility capacity (MW)
1.3

Total renewable electricity generated by this facility in the reporting year (MWh)
1398

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
1398

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
1398

Comment

Country/area of generation
Ireland

Renewable electricity technology type
Solar

Facility capacity (MW)
0.21

Total renewable electricity generated by this facility in the reporting year (MWh)
203

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
203

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
203

Comment

Country/area of generation
Australia

Renewable electricity technology type
Solar

Facility capacity (MW)
0.2

Total renewable electricity generated by this facility in the reporting year (MWh)
232

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
232

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
232

Comment

Country/area of generation
Colombia

Renewable electricity technology type
Solar

Facility capacity (MW)
0.95

Total renewable electricity generated by this facility in the reporting year (MWh)
337

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
337

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
337

Comment

Country/area of generation
Puerto Rico

Renewable electricity technology type
Solar

Facility capacity (MW)
3.26

Total renewable electricity generated by this facility in the reporting year (MWh)
1808

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
1808

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
1808

Comment
Puerto Rico

C8.2k

(C8.2k) Describe how your organization's renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.

For many years, we've participated in coalitions that publicly support actions to promote a low carbon economy and mitigate climate change at scale. For example, we work with other companies and organizations through the Clean Energy Buyers Alliance to share best practices and encourage the advancement of renewable energy and market-based climate policies. Additionally, we have participated with nine pharmaceutical companies to launch Energize, an initiative to help decarbonize the global pharmaceutical supply chain. The program aims to educate key industry suppliers on renewable procurement opportunities and help them in their transition to renewable energy.

C8.2l

(C8.2l) In the reporting year, has your organization faced any challenges to sourcing renewable electricity?

	Challenges to sourcing renewable electricity	Challenges faced by your organization which were not country-specific
Row 1	Yes, both in specific countries/areas and in general	Johnson & Johnson has a dynamic business footprint and growth pattern that creates complexity in achieving our renewable electricity goals. Additionally, Johnson & Johnson has cogeneration at some sites for the purpose of business continuity, energy efficiency and carbon reduction. As a result, we plan to utilize renewable electricity credits to cover that load.

C8.2m

(C8.2m) Provide details of the country-specific challenges to sourcing renewable electricity faced by your organization in the reporting year.

Country/area	Reason(s) why it was challenging to source renewable electricity within selected country/area	Provide additional details of the barriers faced within this country/area
China	Lack of electricity market structure supporting bilateral PPAs	N/A
Thailand	Lack of electricity market structure supporting bilateral PPAs	Johnson & Johnson is interested in executing a PPA in Malaysia to cover our load in Singapore and Thailand, but these are considered separate markets based on RE100 guidelines.
Puerto Rico	Other, please specify (General regulatory barriers (instability in regulations, arbitrary grid usage charges, etc.))	N/A
Singapore	Limited supply of renewable electricity in the market	Johnson & Johnson is interested in executing a PPA in Malaysia to cover our load in Singapore and Thailand, but these are considered separate markets based on RE100 guidelines.
Republic of Korea	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs)	N/A
Argentina	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs)	N/A
South Africa	Lack of electricity market structure supporting bilateral PPAs	N/A

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
ERM CVS 2022 CDP Climate Change Assurance Statement JJ Final_14July.pdf

Page/ section reference
Pages 1 & 2

Relevant standard
ISAE3000

Proportion of reported emissions verified (%)
100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
ERM CVS 2022 CDP Climate Change Assurance Statement JJ Final_14July.pdf

Page/ section reference
Pgs. 1 & 2

Relevant standard
ISAE3000

Proportion of reported emissions verified (%)
100

Scope 2 approach
Scope 2 market-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
ERM CVS 2022 CDP Climate Change Assurance Statement JJ Final_14July.pdf

Page/ section reference
Pgs. 1 & 2

Relevant standard
ISAE3000

Proportion of reported emissions verified (%)
100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category
Scope 3: Purchased goods and services
Scope 3: Capital goods
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)
Scope 3: Upstream transportation and distribution
Scope 3: Waste generated in operations
Scope 3: Business travel
Scope 3: Upstream leased assets
Scope 3: Downstream transportation and distribution

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
ERM CVS 2022 CDP Climate Change Assurance Statement JJ Final_14July.pdf

Page/section reference
Pgs. 1 & 2

Relevant standard
ISAE3000

Proportion of reported emissions verified (%)
100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?
Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C8. Energy	Other, please specify (Percentage renewable electricity: global • Percentage renewable electricity by region - North America (U.S. and Canada) • Percentage renewable electricity by region - Europe)	ISAE3000	Johnson & Johnson verified the following data points related to 2021 energy and emissions: • Percentage renewable electricity: Global • Percentage renewable electricity by region - North America (U.S. and Canada) • Percentage renewable electricity by region - Europe • Total NOx emissions from facility combustion sources in metric tonnes [MT] • Total SOx emissions from facility combustion sources in metric tonnes [MT]

ERM CVS 2022 CDP Climate Change Assurance Statement JJ Final_14July.pdf

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?
Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.
EU ETS

C11.1b

(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.

EU ETS

% of Scope 1 emissions covered by the ETS
9

% of Scope 2 emissions covered by the ETS
0

Period start date
January 1 2021

Period end date
December 31 2021

Allowances allocated
11268

Allowances purchased
0

Verified Scope 1 emissions in metric tons CO2e
34559

Verified Scope 2 emissions in metric tons CO2e
0

Details of ownership
Facilities we own and operate

Comment

C11.1d

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Current strategy: The sites under the EU ETS scheme currently have excess allowances and do not need to purchase carbon credits to comply with regulations. Should events change and the number of allowances is lowered, these sites will continue to invest in energy efficiency and other efforts to lower their respective footprint. Should purchase of certified emissions reductions (CERs) or other compliance credits be required, we will develop and implement an active strategy for doing so in the most cost-effective manner. For example, in 2019 we installed a wind turbine at our largest chemical production site in Geel, Belgium, which reports to the EU ETS. The wind turbine has a capacity of 3.4 MW of electricity production and provides approximately 23% of Geel's electricity consumption. The wind turbine became fully operational in 2020.

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?
Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase
Credit purchase

Project type
Forests

Project identification
Mississippi Valley Reforestation

Verified to which standard
ACR (American Carbon Registry)

Number of credits (metric tonnes CO2e)
25000

Number of credits (metric tonnes CO2e): Risk adjusted volume
25000

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Energy efficiency: households

Project identification
Efficient Cookstoves, Kenya

Verified to which standard
CDM (Clean Development Mechanism)

Number of credits (metric tonnes CO2e)
21000

Number of credits (metric tonnes CO2e): Risk adjusted volume
21000

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Forests

Project identification
Community Reforestation, Ghana

Verified to which standard
VCS (Verified Carbon Standard)

Number of credits (metric tonnes CO2e)
11736

Number of credits (metric tonnes CO2e): Risk adjusted volume
11736

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Energy efficiency: households

Project identification
Sichuan Household Biodigester

Verified to which standard
Gold Standard

Number of credits (metric tonnes CO2e)
8942

Number of credits (metric tonnes CO2e): Risk adjusted volume
8942

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Energy efficiency: households

Project identification
Aqu Clar Water Filters, Kenya

Verified to which standard
Gold Standard

Number of credits (metric tonnes CO2e)
23237

Number of credits (metric tonnes CO2e): Risk adjusted volume
23237

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Solar

Project identification
Solar Water Heating, India

Verified to which standard
Gold Standard

Number of credits (metric tonnes CO2e)
15000

Number of credits (metric tonnes CO2e): Risk adjusted volume
15000

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Forests

Project identification
North American Grasslands, USA

Verified to which standard
CAR (The Climate Action Reserve)

Number of credits (metric tonnes CO2e)
4710

Number of credits (metric tonnes CO2e): Risk adjusted volume
4710

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?
Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Objective for implementing an internal carbon price
Navigate GHG regulations
Drive energy efficiency
Drive low-carbon investment

GHG Scope
Scope 1
Scope 2
Scope 3

Application
Johnson & Johnson approaches internal price on carbon in two ways. The first is through our CO2 Capital Relief Program, which values carbon by providing dedicated funding for projects that reduce GHG emissions but may not meet normal capital funding criteria. While there is no specific carbon price in an analysis, it internalizes carbon externalities by ensuring that viable energy efficiency projects receive funding. The second method is through our membership in the Climate Leadership Council, a U.S. coalition of thought leaders and businesses, which advocates for: 1) a gradually increasing carbon fee, 2) carbon dividends for all Americans, 3) border carbon adjustments and 4) regulatory simplification. As part of membership, we reviewed the impact of varied carbon fee scenarios ($40/ metric tonne up to $100/ metric tonne) on our Scope 1, 2 and 3 operations as one method of quantifying climate regulatory risks to our business.

Actual price(s) used (Currency /metric ton)
40

Variance of price(s) used
We have evaluated the carbon tax implications for our business for the scenarios of $5/tonne, $10/tonne, $40/tonne and $100/tonne. While the Climate Leadership Council recommendation starts at $40/ tonne as part of their policy objectives (U.S. meeting the Paris Agreement climate commitments), we also evaluated several different variances up to $100/ tonne. These prices were uniform (applied as a single price throughout the organization) and static (each scenario assumed the same price over time, though we acknowledge that evolutionary pricing will likely be more appropriate as the field evolves).

Type of internal carbon price
Implicit price

Impact & implication
The impact of carbon pricing has been two-fold depending on the mechanism. For the dedicated CO2 Capital Relief Program, the impact has been tangible progress towards our emissions targets since 2005, with 260 projects completed resulting in approximately $87 million in annual energy cost savings and 313,965 metric tonnes CO2e annual GHG emissions avoided. For the Climate Leadership Council analysis, the impacts are still evolving as we utilize these findings to have discussions with internal stakeholders to determine if other measures besides a dedicated capital relief mechanism will continue or accelerate our emission reduction goals. It has also been a helpful financial analysis for larger longer-term projects such as our 100 MW wind farm PPA and how an emerging regulatory environment may impact the financial aspects of this deal in the next decade. To date we have only used an actual price on carbon for modelling purposes and do not have a roadmap to establish a formalized price or process further than the CO2 Capital Relief Program.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement
Engagement & incentivization (changing supplier behavior)

Details of engagement
Climate change performance is featured in supplier awards scheme

% of suppliers by number
3

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5
68

Rationale for the coverage of your engagement
The rationale for the coverage of our engagement is to ensure our entire supply base is monitored for environmental and social sustainability standards and that we engage suppliers where needed to drive continual improvement and innovation in the environmental and social sustainability space. We have a three-tiered approach to including all of our suppliers; we monitor our entire supply base, then where needed, engage suppliers for specific workstreams and lastly collaborate with leading suppliers on high-impact sustainability projects. We identify high impact, high spend and high-risk suppliers through our monitoring efforts and then engage these suppliers in several sustainability workstreams to ensure they are upholding all of J&J's expectations in the sustainability space. All suppliers are obliged to conform to our Responsibility Standards for Suppliers (RSS) and all other relevant Johnson & Johnson policies, commitments and goals. All engaged suppliers are required to compete an EcoVadis assessment that demonstrates conformance to our RSS and identifies opportunities for improvement in various areas, including environmental, human rights, business ethics and sustainable procurement. In addition, suppliers must complete other workstreams as necessary. High impact suppliers are requested to report on their climate initiatives through the CDP Supply Chain program. Other possible requirements include on-site audits of high-risk suppliers and disclosure of supply-chain details for specific commodities. The sustainability requirements of our suppliers are fully transparent and are communicated through annual sustainability kick-off webinars (including CDP Supply Chain and EcoVadis) and e-mails and our Onward Sustainability Program that explains explicit requirements and provides instruction and training to our supply base on how to meet our expectations across all elements of the program. In addition to monitoring and engaging our suppliers, we work with some of our leading suppliers on collaborating on high-impact sustainability solutions. Through our work on sustainable packaging, responsible commodity sourcing, upholding human rights and other Johnson & Johnson commitments, we have partnered with a number of suppliers on our Partnerships for Good.

Impact of engagement, including measures of success
The impact and measure of success of the climate-related supplier engagement is broadening the program to additional suppliers who then set their own sustainability goals. As an example of this impact, we assess our supply base for high-spend, high-risk and high-impact suppliers and as of 2021, we have enrolled 1,372 suppliers into our Supplier Sustainability Program (cumulative since the program launch). Suppliers engaged in the Supplier Sustainability Program were assessed against our Responsibility Standards for Suppliers through an EcoVadis assessment which includes environmental management criteria such as GHG emission reporting and climate change strategies. As a recent measure of success in 2021, 881 suppliers underwent an EcoVadis assessment. Our suppliers currently active and re-evaluated in EcoVadis have an average score of 52. This follows an average score of 49.5 in 2020 and 49 in 2019, which is an indicator of our efforts towards improvement. An important part of this program is encouraging our suppliers to publicly disclose their environmental performance—including emissions and water use—to CDP as part of our own CDP Supply Chain commitment. In 2021, 388 Johnson & Johnson suppliers were requested to disclose to CDP. Over 80% of these suppliers disclosed emissions data. This progress demonstrates the positive influence a large sustainability-minded procurement organization can have across its entire supply chain, influencing the way business impacts social development and environmental stewardship through multiple suppliers around the world. In 2021, we received recognition by CDP as a CDP Supplier Engagement Leader for leadership on supplier engagement to tackle climate change. We were the first healthcare company to achieve this recognition in 2017 and remain the only healthcare company on this list for five consecutive years. Additionally, we have participated with nine pharmaceutical companies to launch Energize, an initiative to help decarbonize the global pharmaceutical supply chain. The program aims to educate key industry suppliers on renewable procurement opportunities and help them in their transition to renewable energy.

Comment

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Materials managed unsustainably upstream of our operations, such as timber and palm oil, can be contributors to deforestation, which is a major contributor to climate change. As part of our broader climate strategy, we developed responsible sourcing criteria for commodities that have been linked to deforestation such as our Responsible Palm Oil Sourcing Criteria and our Wood-Fiber Products Sourcing Criteria. We are also working with other partners in the value chain to implement these commodity-specific sourcing criteria. These value chain partners include NGOs (such as the Rainforest Alliance and Earthworm Foundation with whom we are engaging to work with our suppliers on timber and palm oil, respectively), local communities and smallholders.

Case study / example: Ongoing initiatives with value chain partners in 2021 include:

At the end of 2020, in partnership with the World Wildlife Foundation (WWF), we invested in the 30 Hills project in Sumatra, Indonesia. Through this collaboration in 30 Hills, Johnson & Johnson will be securing the effective management of the concession, protecting 38,665 ha of rainforest that would likely otherwise be converted to oil palm, pulp or rubber plantations and maintaining an essential buffer zone for carbon stocks and biodiversity in the neighboring Bukit Tigapuluh National Park. Preventing further deforestation, minimizing human-wildlife conflict and supporting livelihoods that do not intensify livestock wildlife interactions all serve to reduce the risk of spillover of zoonotic diseases and incidence of vectorborne zoonoses, while increasing community resilience to climate change and previous forest loss. While Johnson & Johnson 's funding continues through 2023, WWF and partners have a multi-decade lease on the concession.

Throughout 2021 we also maintained our investment in smallholder projects. In 2021 Johnson & Johnson initiated a new smallholder project with ACT Commodities in our upstream sourcing region of Krabi Province Thailand. The multi-year project is targeted at improving the livelihoods of 60-100 independent smallholder palm oil farmers by supporting the implementation of best farming practices and achieving RSPO certification. As of Q4 2021, 77 farmers had signed up to participate in the project accounting for over 377 hectares of land enrolled. This is only one example of smallholder projects we actively support.

For direct paper-based packaging, we work with a partner, the Rainforest Alliance, to assist with our due diligence efforts. Our most recent assessment in 2021 included 99% of spend, including all of our suppliers in Asia Pacific due to the heightened risk for deforestation in this region.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?
Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement
Complying with regulatory requirements

Description of this climate related requirement
Johnson & Johnson Responsibility Standards for Suppliers (RSS) were developed to assist us with selecting suppliers who operate in a manner consistent with these guiding principles and to support our suppliers in understanding and upholding our expectations. We strive to include elements of these Standards in purchasing contracts and may take steps to assess a supplier's conformance to them. When appropriate, we may work with suppliers to identify agreed upon actions and timelines to achieve improvement. We consider progress in meeting these expectations and ongoing performance in their sourcing decisions. Complying with regulatory requirements: Our suppliers are expected to operate in compliance with all applicable laws and regulations of the countries, states, and localities in which they operate. This includes laws and regulations related to ethical business practices, quality, labor and employment practices, as well as health, safety, and environmental protection. Our suppliers are expected to operate in an environmentally responsible manner and encourage their supply base to do the same. As such, they shall: -Implement programs to manage and control air and wastewater emissions, ensuring compliance and protection of human and environmental health. - Ensure all purchased plant and forest-derived materials are legally produced and harvested, in compliance with laws and regulations on the use and protection of forests and are legally exported and imported.

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Off-site third-party verification
Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating
Other, please specify (CDP Supply Chain)

Response to supplier non-compliance with this climate-related requirement
Retain and engage

Climate-related requirement
Climate-related disclosure through a public platform

Description of this climate related requirement
Johnson & Johnson Responsibility Standards for Suppliers (RSS) were developed to assist us with selecting suppliers who operate in a manner consistent with these guiding principles and to support our suppliers in understanding and upholding our expectations. We strive to include elements of these Standards in purchasing contracts and may take steps to assess a supplier's conformance to them. When appropriate, Johnson & Johnson Companies may work with suppliers to identify agreed upon actions and timelines to achieve improvement. Johnson & Johnson Companies consider progress in meeting these expectations and ongoing performance in their sourcing decisions. Climate-related disclosure through a public platform: Suppliers to Johnson & Johnson Companies are expected to operate in an environmentally responsible

manner and encourage their supply base to do the same. As such, they shall: Measure and publicly disclose greenhouse gas emissions. High impact suppliers are also requested to disclose emissions through CDP Supply Chain.

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Off-site third-party verification
Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating
Other, please specify (CDP Supply Chain)

Response to supplier non-compliance with this climate-related requirement
Retain and engage

Climate-related requirement
Implementation of emissions reduction initiatives

Description of this climate related requirement
Johnson & Johnson Responsibility Standards for Suppliers (RSS) were developed to assist us with selecting suppliers who operate in a manner consistent with these guiding principles and to support our suppliers in understanding and upholding our expectations. We strive to include elements of these Standards in purchasing contracts and may take steps to assess a supplier's conformance to them. When appropriate, Johnson & Johnson Companies may work with suppliers to identify agreed upon actions and timelines to achieve improvement. Johnson & Johnson Companies consider progress in meeting these expectations and ongoing performance in their sourcing decisions. Implementation of emissions reduction initiatives: Suppliers to Johnson & Johnson Companies are expected to operate in an environmentally responsible manner and encourage their supply base to do the same. As such, they shall: Continuously improve energy efficiency and increase consumption of renewable energy in operations.

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Off-site third-party verification
Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating
Other, please specify (CDP Supply Chain)

Response to supplier non-compliance with this climate-related requirement
Retain and engage

Climate-related requirement
Purchasing renewable energy

Description of this climate related requirement
Johnson & Johnson Responsibility Standards for Suppliers (RSS) were developed to assist us with selecting suppliers who operate in a manner consistent with these guiding principles and to support our suppliers in understanding and upholding our expectations. We strive to include elements of these Standards in purchasing contracts and may take steps to assess a supplier's conformance to them. When appropriate, Johnson & Johnson Companies may work with suppliers to identify agreed upon actions and timelines to achieve improvement. Johnson & Johnson Companies consider progress in meeting these expectations and ongoing performance in their sourcing decisions. Purchasing renewable energy: Suppliers to Johnson & Johnson Companies are expected to operate in an environmentally responsible manner and encourage their supply base to do the same. As such, they shall: Continuously improve energy efficiency and increase consumption of renewable energy in operations.

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Off-site third-party verification
Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating
Other, please specify (CDP Supply Chain)

Response to supplier non-compliance with this climate-related requirement
Retain and engage

Climate-related requirement
Setting a science-based emissions reduction target

Description of this climate related requirement
Johnson & Johnson Responsibility Standards for Suppliers (RSS) were developed to assist us with selecting suppliers who operate in a manner consistent with these guiding principles and to support our suppliers in understanding and upholding our expectations. We strive to include elements of these Standards in purchasing contracts and may take steps to assess a supplier's conformance to them. When appropriate, Johnson & Johnson Companies may work with suppliers to identify agreed upon actions and timelines to achieve improvement. Johnson & Johnson Companies consider progress in meeting these expectations and ongoing performance in their sourcing decisions. Setting a science-based emissions reduction target: Suppliers to Johnson & Johnson Companies are expected to operate in an environmentally responsible manner and encourage their supply base to do the same. As such, they shall: Establish public, science-based greenhouse gas emissions reduction goals toward net zero emissions.

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Off-site third-party verification

Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating
Other, please specify (CDP Supply Chain)

Response to supplier non-compliance with this climate-related requirement
Retain and engage

Climate-related requirement
Waste reduction and material circularity

Description of this climate related requirement
Johnson & Johnson Responsibility Standards for Suppliers (RSS) were developed to assist us with selecting suppliers who operate in a manner consistent with these guiding principles and to support our suppliers in understanding and upholding our expectations. We strive to include elements of these Standards in purchasing contracts and may take steps to assess a supplier's conformance to them. When appropriate, Johnson & Johnson Companies may work with suppliers to identify agreed upon actions and timelines to achieve improvement. Johnson & Johnson Companies consider progress in meeting these expectations and ongoing performance in their sourcing decisions. Waste reduction and material circularity: Suppliers to Johnson & Johnson Companies are expected to operate in an environmentally responsible manner and encourage their supply base to do the same. As such, they shall: -Implement programs to reduce, reuse, and recycle waste, and promote recyclability and recycled content in packaging materials. - Seek to optimize the efficient use of natural resources and materials in their business operations

% suppliers by procurement spend that have to comply with this climate-related requirement
100

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Off-site third-party verification
Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating
Other, please specify (CDP Supply Chain)

Response to supplier non-compliance with this climate-related requirement
Retain and engage

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate
Yes, we engage directly with policy makers
Yes, we engage indirectly through trade associations
Yes, we engage indirectly by funding other organizations whose activities may influence policy, law, or regulation that may significantly impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?
Yes

Attach commitment or position statement(s)
Johnson & Johnson's Climate Policy
climate-policy.pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy
Johnson & Johnson defines strategic imperatives as well as internal policies and implements processes to assure adherence to policies. For example, Johnson & Johnson's Climate Policy, updated in 2022, was reviewed by senior management and is applicable to all of the Johnson & Johnson Family of Companies and is shared publicly with all stakeholders on our website. This policy states our positions on climate change, our commitments and governance around the policy. The Science, Technology & Sustainability Committee of Johnson & Johnson's Board of Directors reviews the Company's policies, programs and practices on environment, health and sustainability, including enterprise goals directed at carbon reduction and renewable energy. In general, our Policies and Positions resources are reviewed and updated as required in conjunction with our annual Health for Humanity reports to enable stakeholders to more easily access and understand our policies on climate change. If inconsistencies are discovered: We are a member of trade associations that advocate for our industry and market-based health solutions and we provide financial support to several policy development organizations and think tanks whose purpose is to develop policy position papers or model legislation, among other civic activities. We acknowledge that we may not align with or support every public position each of these broad-based groups takes. However, when we do disagree with a position, we have a range of approaches we can employ to respond and we believe that our dissenting voice has greater impact as a member of these organizations. We take input from our stakeholders and determine how best to express our views to an organization – from simply declining to participate in certain initiatives sponsored by the organization, to partnering with other members to amplify our viewpoint both within the organization and externally, to reaching out directly to the organization's leadership to examine a possible change in position.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

C12.3a

(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate
Climate-related targets

Specify the policy, law, or regulation on which your organization is engaging with policy makers
Johnson & Johnson supports and called for the Biden administration adopting an emissions reduction target that places the country on a credible pathway to reach net zero emissions by 2050. We specifically support the administration adopting the ambitious and attainable target of cutting GHG emissions by at least 50% below 2005 levels by 2030.

Policy, law, or regulation geographic coverage
National

Country/region the policy, law, or regulation applies to
United States of America

Your organization's position on the policy, law, or regulation
Support with no exceptions

Description of engagement with policy makers
In 2021, Johnson & Johnson aligned with more than 400 corporations and investors to sign an open letter to President Biden calling for an ambitious U.S. emissions reduction target. The initiative was led by the We Mean Business Coalition

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation
<Not Applicable>

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

C12.3b

(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association
Other, please specify (EFPIA – European Federation of Pharmaceutical Industries and Associations)

Is your organization's position on climate change consistent with theirs?
Consistent

Has your organization influenced, or is your organization attempting to influence their position?
We are not attempting to influence their position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)
The EFPIA has stated, "[t]The pharmaceutical industry contributes to a healthy environment while demonstrating leadership in mitigating climate change. Our activities support the ambition the European Commission expressed through their European Climate policies. EFPIA member companies are committed to: Establishing climate change policies and strategies based on materiality and impact for individual companies, and addressing their entire value chains; Pursuing science-based CO2e reduction targets; Contributing to reduced energy consumption and increased energy efficiency and seeking opportunities to use energy from renewable sources throughout the value chain; Annually and publicly disclosing CO2 performance calculated according to recognized methodologies such as e.g. the World Resources Institute Greenhouse Gas Protocol." These positions are in line with Johnson & Johnson's Climate Policy which states our commitment to: Establish strategies and programs to reduce the carbon footprint of our operations, supply chain and products; Set both short- and long-term science-based goals for GHG emission reductions with an ambition to reach net zero across our value chain and work toward powering 100% of our operations with renewable energy and; Ensure the availability of information and resources to meet our goals and report regularly and transparently on our progress toward those goals.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding
<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Trade association
National Association of Manufacturers

Is your organization's position on climate change consistent with theirs?
Mixed

Has your organization influenced, or is your organization attempting to influence their position?
We are attempting to influence them to change their position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)
The National Association of Manufacturers (NAM) advocates for "negotiat[ing] and ratify[ing] a fair, binding international treaty, while continuing to drive reductions domestically." This position aligns with our support for climate-friendly policies, which is supported by the fact that we have supported the Paris Climate Agreement through various platforms such as the 'We Are Still In/America Is All In' campaign. While our policies align with many of those put forth by the NAM, NAM has not publicly endorsed taking action on market-based solutions for climate change such as carbon pricing. Johnson & Johnson, in contrast, is public and explicit in our support for market-based solutions such as a carbon price. We may not align with or support every public position each trade association takes. When we disagree with a position, we employ a range of approaches to make our voice heard. We believe our dissenting voice has greater impact when we participate as a member of these organizations offering a balance of perspective. We take input from our stakeholders and determine how best to express our views to an organization—from simply declining to participate in certain initiatives sponsored by the organization, to partnering with other members to amplify our viewpoint both within the organization and externally, to reaching out directly to the organization's leadership to examine a possible change in position.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding
<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Trade association
Business Roundtable

Is your organization's position on climate change consistent with theirs?
Mixed

Has your organization influenced, or is your organization attempting to influence their position?
We are attempting to influence them to change their position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)
The Business Roundtable supports a goal of reducing net U.S. GHG emissions by at least 80% from 2005 levels by 2050,and advocates that it should be achieved through the implementation of market-based solutions that preserve the competitiveness of U.S. businesses. The Business Roundtable believes this can be achieved by: putting a price on carbon; investing in low-emission and clean energy technologies; improving the efficiency of energy production, distribution and use; developing and deploying resiliency and adaptation measures; and investing in energy infrastructure and improving permitting processes. While our policies align with many of those put forth by the Business Roundtable, we advocate for a 1.5ºC aligned future, whereas the Business Roundtable's goals are aligned with a well-below 2ºC world. We may not align with or support every public position each trade association takes. When we disagree with a position, we employ a range of approaches to make our voice heard. We believe our dissenting voice has greater impact when we participate as a member of these organizations offering a balance of perspective. We take input from our stakeholders and determine how best to express our views to an organization—from simply declining to participate in certain initiatives sponsored by the organization, to partnering with other members to amplify our viewpoint both within the organization and externally, to reaching out directly to the organization's leadership to examine a possible change in position.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding
<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Trade association
US Chamber of Commerce

Is your organization's position on climate change consistent with theirs?
Mixed

Has your organization influenced, or is your organization attempting to influence their position?
We are attempting to influence them to change their position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)
The U.S. Chamber of Commerce's current position is to "support market-based solutions to reduce emissions and support U.S. competitiveness, national security, and American workers." While our policies align with many of those put forth by the U.S. Chamber of Commerce, the Chamber of Commerce advocates that "it will be largely up to the business community to develop, finance, build, and operate the solutions needed to power economic growth worldwide, mitigate greenhouse gas emissions, and build resilient, lower-carbon infrastructure." This differs from our Johnson & Johnson Climate Policy, which states that "while companies have a responsibility and ability to impact these issues, the unilateral capabilities of businesses are limited; addressing these issues requires the collaboration of companies with governments and non-governmental organizations to achieve systemic change at scale." We may not align with or support every public position each trade association takes. When we disagree with a position, we employ a range of approaches to make our voice heard. We believe our dissenting voice has greater impact when we participate as a member of these organizations offering a balance of perspective. We take input from our stakeholders and determine how best to express our views to an organization—from simply declining to participate in certain initiatives sponsored by the organization, to partnering with other members to amplify our viewpoint both within the organization and externally, to reaching out directly to the organization's leadership to examine a possible change in position.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding
<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Trade association
Other, please specify (Clean Energy Buyers Alliance (CEBA))

Is your organization's position on climate change consistent with theirs?
Consistent

Has your organization influenced, or is your organization attempting to influence their position?
We publicly promote their current position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)
CEBA is "a community of institutional energy customers who partner with clean energy providers, business partners, leading environmental NGOs, and the top climate-focused philanthropies, to drive a powerful vision: customer-driven clean energy for all." As stated by CEBA: "The U.S. electricity system can and must achieve 80-90% decarbonization by 2030, and we recognize the unique role [CEBA] have to scale for impact. The U.S. electricity system can and must achieve 80-90% decarbonization by 2030, and we recognize the unique role our two organizations have to scale for impact." This position is in line with Johnson & Johnson's Climate Policy which states our commitment to: establish strategies and programs to reduce the carbon footprint of our operations, supply chain and products; set both short- and long-term science-based goals for GHG emission reductions with an ambition to reach net zero across our value chain and work toward powering 100% of our operations with renewable energy, and; ensure the availability of information and resources to meet our goals and report regularly and transparently on our progress toward those goals.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding
<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

C12.3c

(C12.3c) Provide details of the funding you provided to other organizations in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization
Non-Governmental Organization (NGO) or charitable organization

State the organization to which you provided funding
Climate Group

Funding figure your organization provided to this organization in the reporting year (currency as selected in C0.4)
15000

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate
Johnson & Johnson works with its partners to leverage corporate commitments and promote increased access to renewable electricity. Fees and related work are not solely devoted to policy advocacy. Johnson & Johnson is a member of and financial contributor to RE100. RE100 is an initiative led by the Climate Group in partnership with CDP, with a mission to accelerate change towards zero carbon grids at scale. RE100 "provides companies with access to peer-learning, policy support, and local market insight." The initiatives of RE100 include policy engagement, which could influence policy, law or regulation that may impact the climate. RE100 states, "To achieve zero carbon electricity grids by 2040, companies need to be able to source 100% renewable electricity at reasonable cost. We're addressing the market and policy barriers preventing companies from sourcing renewables by: Advocating for change at a global level. Our six policy measures support corporate sourcing of renewable electricity globally, according to RE100 member companies; Advocating for change at a local level. We're working with our partners and members to leverage corporate commitment and influence policies in markets with little or no access to renewable electricity."

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Type of organization
Non-Governmental Organization (NGO) or charitable organization

State the organization to which you provided funding
World Wildlife Fund (WWF)

Funding figure your organization provided to this organization in the reporting year (currency as selected in C0.4)
50000

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate
Johnson & Johnson works with its partners to leverage corporate commitments and promote climate action. Fees and related work are not solely devoted to policy advocacy. Johnson & Johnson is a member of and financial contributor to the WWF Climate Business Network. The WWF Climate Business Network "allows WWF partner companies from around the world to connect and engage with other business leaders and WWF experts to gain the knowledge and guidance needed to take credible, ambitious climate action. It aims to leverage WWF's unique expertise in climate, energy, forests, food systems, oceans and wildlife to help Network members accelerate climate action. Partners enjoy access to shared resources and can connect with each other and WWF teams, helping them to develop sector-leading climate strategies." The overarching work of WWF includes policy engagement, which could influence policy, law or regulation that may impact the climate. For example, "WWF played a leading role in advocating for strong American commitments under the Paris Climate Agreement and continues to work to advance federal policies to ensure the U.S. meets these commitments and transitions to a clean energy economy."

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication
In mainstream reports

Status
Complete

Attach the document
JnJ 10K.pdf

Page/Section reference
14

Content elements
Risks & opportunities

Comment

Publication
In voluntary sustainability report

Status
Complete

Attach the document
johnson-johnson-2021-health-for-humanity-report-pdf-compressed_1.pdf

Page/Section reference
Sections: Our Approach, Environmental Health, Accountability & Innovation, Reporting Hub

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Yes, executive management-level responsibility	The individual with responsibility for environmental sustainability issues, inclusive of Biodiversity, is the Executive Vice President & Chief Global Supply Chain Officer. As a member of the Executive Committee and a management representative on the Johnson & Johnson Board of Directors' Regulatory Compliance Committee and Science, Technology & Sustainability Committee (STSC), this position has direct oversight of the Environmental Health & Safety and Office of Sustainability. Key milestones in our Biodiversity programs and any known risks are reviewed by this position.	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Yes, we have endorsed initiatives only	<Not Applicable>	CBD – Global Biodiversity Framework

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	No, but we plan to assess biodiversity-related impacts within the next two years	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	No, we are not taking any actions to progress our biodiversity-related commitments, but we plan to within the next two years	<Not Applicable>

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
No publications	<Not Applicable>	<Not Applicable>

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Executive Vice President and Chief Global Supply Chain Officer, member of the company's Executive Committee	Board/Executive board

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	93775000000

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	We do not currently believe that this challenge is easily overcome for several key reasons. 1) Johnson &Johnson produces a diverse portfolio of products in its three business segments (Consumer Health, MedTech and Pharmaceutical), making unit allocation (i.e., the ratio of products sold to a customer to all products produced) an inaccurate and uninformative way to allocate emissions. 2) Products are not always produced inside Johnson & Johnson facilities and our ability to track emission information on external manufacturers is limited. 3) While facility-level data is available, any given facility may produce multiple products throughout the course of a year and the cost to sub-meter production lines or specific equipment and link to product and overhead does not currently provide favorable business value.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

No

SC1.4b

(SC1.4b) Explain why you do not plan to develop capabilities to allocate emissions to your customers.

Our efforts have been concentrated in product improvement rather than customer allocations. While we intend to maintain a rigorous and accurate inventory of our operational emissions, we currently do not have plans to sub-meter all product lines for purposes of allocating emissions to products. In addition, while we do not intend to perform Lifecycle Analysis (LCAs) on all our products, we constantly strive to improve their environmental performance in strategic and cost-effective ways.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms