

# 2024 Health for Humanity Report

Johnson & Johnson



A Johnson & Johnson associate  
works with a mini-bioreactor.

# Contents

Please find below a glossary of key acronyms used throughout this Report:

AI	Artificial intelligence	GHG	Greenhouse gas or gases
CHW	Community health worker	HCP	Healthcare professional
ESG	Environmental, social and governance	LMICs	Low- and middle-income countries
FDA	U.S. Food and Drug Administration	WHO	World Health Organization



# Our approach





# Message from our leaders

## To our global community,

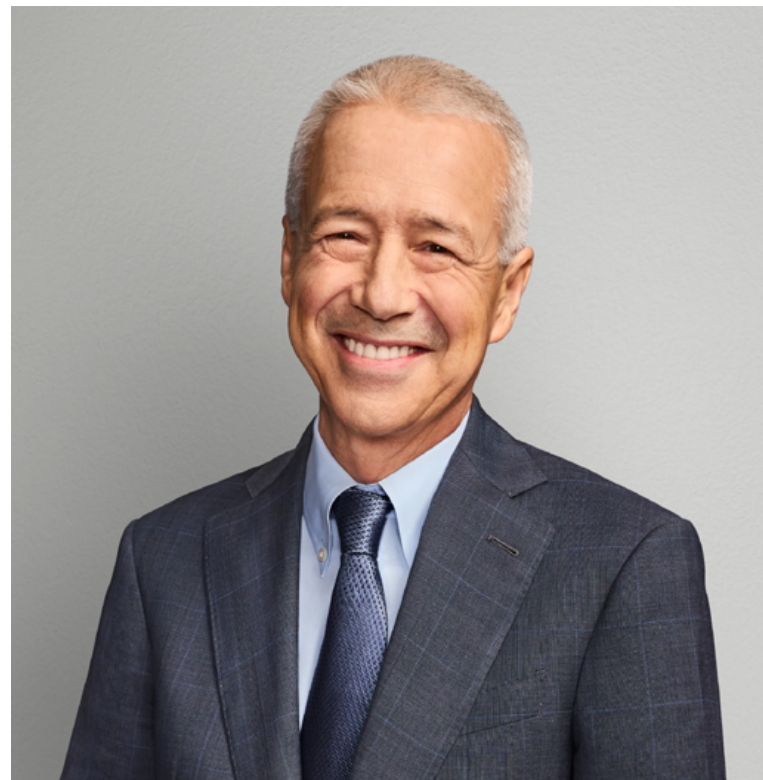
For nearly 140 years, Johnson & Johnson has addressed the world's most pressing health challenges with groundbreaking solutions—and the past year was no exception.

Inspired by Our Credo, our more than 138,000 employees come to work each day, driven to tackle the world's toughest health challenges. The well-being of patients and communities is our priority. By embedding sustainable and responsible business practices into the way we work, we create long-term value for patients, providers, employees, communities and investors alike.

We are focused on the areas where we can make the greatest impact. For instance, in 2024, we reached more than 1 million healthcare workers worldwide, strengthening care where it's needed most. Advancing global health equity, empowering our workforce and protecting environmental health are central to our purpose. And in everything that we do, innovation and accountability are at the core.

Caring for people also means caring for the planet. To build a healthier, more resilient world, we're focused on four strategic environmental priorities: decarbonizing our operations and value chain, improving the environmental performance of our product portfolio, partnering to advance sustainable healthcare and empowering our employees to lead the way on sustainability.

Our employees are the backbone of all these achievements. That's why we invest in their growth and well-being. On our second Global Learning Day, our workforce took part in approximately 15,000 courses, and during our annual Global Activity Challenge, 34,000 employees around the world came together to promote health and well-being through movement.



Joaquin Duato, Chairman of the Board and Chief Executive Officer

This report celebrates our progress and underscores Johnson & Johnson's identity as a purpose-driven company. We know that to profoundly impact health for humanity, we must deliver smart, personal solutions for today and continue to work to unlock the cures of tomorrow.

We remain inspired by and committed to this challenge, and we look forward to continuing this important work in the years ahead.



Marillyn Hewson, Lead Director

**Joaquin Duato**  
Chairman of the Board and  
Chief Executive Officer

**Marillyn Hewson**  
Lead Director



# 2024 year in brief

## Innovation & advancing health for all

**>\$17 billion**

invested in research and development to create life-enhancing innovations

**>196 million**

doses of VERMOX Chewable (mebendazole) donated, treating children and women of reproductive age for intestinal worms

**>1 million**

healthcare workers reached, bringing our total to 3.7 million reached since 2021<sup>1</sup>



## Our employees



**94%**

of employees responded to Our Credo Survey, with 85% agreeing that J&J provides an inclusive work environment where each employee is considered an individual

**>36,000**

employees joined ~15,000 courses on Global Learning Day 2024 in sessions on the day and through October and November combined

**~34,000**

employees came together across 74 countries for a Global Activity Challenge

## Environmental health

**26%**

reduction of our absolute Scope 1 & 2 greenhouse gas (GHG) emissions since 2021

**88%**

of J&J's global electricity is sourced from renewable sources

**14**

countries have hospitals with J&J's recycling program for single-use medical devices



## Accountability & governance



**\$15 billion**

in total tax contribution around the world

**97%**

of sales and marketing employees completed Health Care Compliance training

**>1,000**








suppliers engaged to complete EcoVadis assessments

<sup>1</sup> In 2024, we revised our methodology for calculating cumulative data relating to healthcare workers reached to include both U.S.-based and global initiatives (475,800 and 540,500 healthcare workers respectively). The cumulative data reported in 2024 also reflects corrections to 2022 and 2023 totals. Data from J&J Impact Ventures is captured separately in this report and excluded from this total.

# Recognitions

- Ranked in the top 20 of Fortune’s ranking of America’s Most Innovative Companies
- Ranked #5 on the Gartner annual ranking of Top 25 Company Supply Chains for 2024
- Ranked #6 on the Drucker Institute Top 250 Best-Managed Companies of 2024
- Listed on Fortune’s World’s Most Admired Companies list for the 22<sup>nd</sup> year in a row

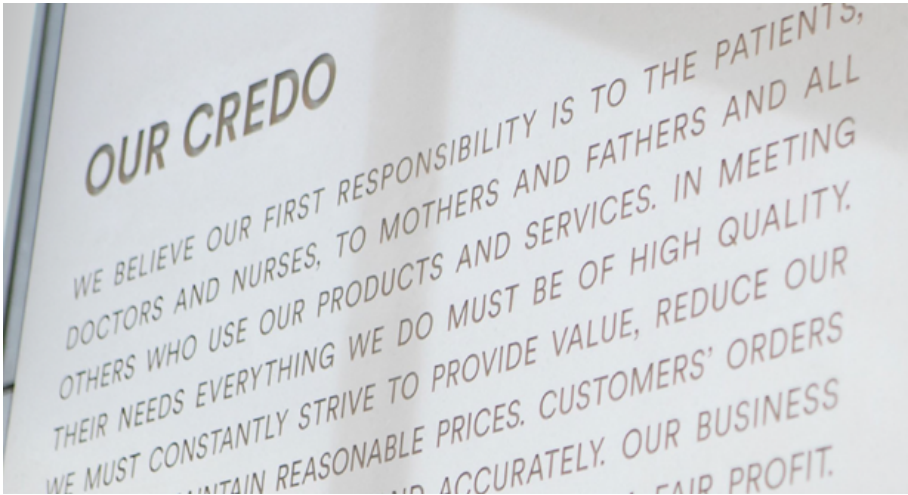
# ESG ratings

ESG Rater	Score	Notes
	<div>Previous score4.03</div> <div>Current score3.43</div>	Featured as a top 5 Access to Medicine Index performer for more than a decade.
	<div>Previous scoreA-</div> <div>Current scoreA-</div>	Maintained an A- CDP score recognizing our leadership in environmental transparency and climate performance.
	<div>Previous score72</div> <div>Current score74</div>	Scored in the 95 <sup>th</sup> percentile for the pharmaceutical manufacturing sector for the EcoVadis sustainability assessment.
	<div>Previous score4.6</div> <div>Current score4.7</div>	Inclusion in the FTSE4Good Index Series for the 24th year, scoring in the 98 <sup>th</sup> percentile in our sector.
	<div>Previous scoreB</div> <div>Current scoreB</div>	Performed in the first decile among industry peers.
	<div>Previous scoreA</div> <div>Current scoreA</div>	Maintained an “A” rating.
	<div>Previous score22.1</div> <div>Current score20.1</div>	Reduced our ESG risk rating for the sixth consecutive year.



# About Johnson & Johnson

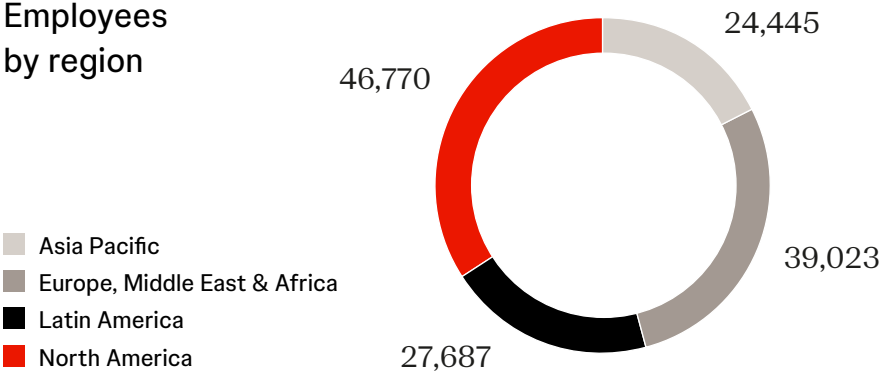
At Johnson & Johnson, we believe health is everything. Our strength in healthcare innovation empowers us to build a world where complex diseases are prevented and cured, treatments are smarter and less invasive and solutions are personal.



We are driven by Our Credo, a set of values that, since 1943, has challenged and inspired us to put the needs and well-being of the people we serve first. Through our expertise in medicines and medical technologies, we are uniquely positioned to innovate across the full spectrum of healthcare solutions today to deliver the breakthroughs of tomorrow and profoundly impact health for humanity. We take a focused approach to maximize our resources in those areas where we can have the biggest impact.

Headquartered in New Jersey, U.S., our operating companies employ approximately 138,000 employees spread around the world. Our employees engage in the research and development, manufacture and sale of a broad range of healthcare products that save lives and help change lives for the better every day. We work with more than 29,000 suppliers and hundreds of external manufacturers to support the development and manufacturing of our products worldwide.

Employees by region



\$14,066

Net earnings (millions)

63

Number of consecutive years of dividend increases<sup>2</sup>

Business segments

Innovative Medicine

- Oncology
- Immunology
- Neuroscience
- Cardiopulmonary
- Communicable diseases

MedTech

- Cardiovascular
- Orthopaedics
- Surgery
- Vision

<sup>2</sup> Includes dividend increase in April 2025.

# ESG strategy

J&J integrates ESG into our business strategies, starting at the highest levels of leadership, where the Board has overall accountability for ESG risk management oversight. Our ESG strategy informs our approach to delivering positive impact for our stakeholders while managing ESG-related risks and opportunities.

Our ESG strategy is grounded in Our Credo values, informed by both our Company's purpose to profoundly impact health for humanity and the views of our external stakeholders. The strategy focuses our efforts on the areas where we are well positioned to achieve the greatest impact: innovation and advancing health for all, empowering our employees and advancing environmental health. Leading with accountability is foundational to these efforts.

Our ESG approach is designed to effectively govern and manage risks, including ESG risks, while enabling us to identify opportunities that accurately reflect our business strategy.

The Enterprise Compliance & Risk Committee (ECRC), chaired by our Chief Technical Operations & Risk Officer with representatives from our business segments and enterprise risk functions, provides governance and oversight for the management of current and emerging risks and facilitation of action planning across the Company, including ESG related matters (see section: [Corporate governance](#)).

For more information on how we are managing ESG risks and embedding sustainability into decision-making, please see our

[Position on ESG Governance](#).

## Stakeholder engagement

J&J interacts with numerous stakeholders at the global, national and local levels to understand their expectations of us and gain valuable insight into what matters to them, so that we can better respond to their needs. Our key stakeholders include:

- **Patients** are at the center of all we do at J&J. We prioritize safety, innovation and accessibility to deliver best-in-class solutions for patients at every step of their health journey.
- **Healthcare providers**—including physicians, nurses and a range of health workers—are critical to ensuring patients receive the professional, timely and holistic care they need.
- **Our employees** are critical to our continued success. We foster a culture built on Our Credo values where merit is rewarded and employees are encouraged to grow both professionally and personally.
- **Investors** play a vital role in providing capital for J&J to grow and deliver on our ambitious plans to address the world's toughest healthcare challenges while delivering value to shareholders.

Examples of how we engaged these, and other stakeholder groups, in 2024 can be found throughout this Report. For a full list of stakeholder groups, see our [Position on Stakeholder Engagement](#).





# Innovation & advancing health for all

With our Credo as the compass, we are tackling the world's toughest health challenges to deliver transformational healthcare innovation, patient experience and access to fulfill our mission of profoundly improving health for humanity.

**>\$17 billion**

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total to 3.7 million reached since 2021<sup>3</sup>



# Innovating in medicines

Inspired by patients, we apply rigorous science to address the serious health problems of today and develop the medicines of tomorrow. We work to develop treatments and aspire to find cures, championing patients every step of the way.



"At Johnson & Johnson, we are leading where medicine is going, with a relentless focus on bringing transformational medical innovation to patients who are waiting. Our team's deep expertise and global reach are helping us reimagine how devastating diseases are treated and cured, delivering hope and better care for millions of patients and their families around the world."

**Jennifer Taubert**, Executive Vice President,  
Worldwide Chairman, Innovative Medicine, Johnson & Johnson

## Oncology

Our mission is to redefine cancer care by delivering innovative therapies that address critical unmet needs. Our progress includes advancing treatment for patients with multiple myeloma and lung, prostate and bladder cancers.

### Lung cancer breakthrough therapy

Lung cancer remains a leading cause of cancer related deaths worldwide, with approximately 80% to 85% of lung cancers characterized as

non-small cell lung cancer (NSCLC) and less than 20% of patients with NSCLC surviving past five years.<sup>4</sup>

We delivered the first chemotherapy-free combination therapy showing both superior progression-free survival and, more recently, significant improvement in overall survival versus the current standard of care with the median overall survival improvement projected to exceed one year.

In 2024, our therapy, RYBREVANT (amivantamab-vmjw) in combination with LAZCLUZE (lazertinib), was approved by the U.S. Food and Drug Administration (FDA) as a first-line treatment for patients with locally advanced or metastatic NSCLC.<sup>5</sup> By addressing specific genetic drivers of this cancer, our novel therapy is shifting how patients with NSCLC are treated in the frontline setting. RYBREVANT is the world's first bi-specific antibody approved for a solid tumor indication; it targets two growth factor receptors (EGFR and C-MET) that drive cancer cell growth.

### Extended survival for patients with multiple myeloma

Managing multiple myeloma remains challenging. While no cure is yet available, patients are living longer thanks to advances delivered by J&J.<sup>6</sup> Among our products is CARVYTKI, which uses Chimeric Antigen Receptor (CAR) T-cells to genetically engineer patients' immune cells to attack myeloma cells. In 2024, the FDA approved J&J's CARVYTKI (cilta cabtagene autoleucel; cilta-cel), and the European Medicines

Agency (EMA) expanded the label to include patients with relapsed or refractory multiple myeloma who received at least one prior line of therapy. CARVYTKI is the first cell therapy to significantly extend overall survival versus standard therapies for patients as early as the second line of therapy, with a 45% reduction in risk of death after a three-year follow-up. This marks a significant shift in the treatment landscape, offering this therapy to a broader patient population.

### Treating adults with newly diagnosed multiple myeloma

J&J submitted a supplemental Biologics License Application to the FDA and the EMA for a new indication of DARZALEX FASPRO (daratumumab and hyaluronidase-fihj) in combination with bortezomib, lenalidomide and dexamethasone for the treatment of adult patients with newly diagnosed multiple myeloma (NDMM). This regimen represents a potential new standard of care in newly diagnosed patients enabling care for the approximately 50% of patients with NDMM who are ineligible for a stem cell transplant. DARZALEX is a monoclonal antibody medicine that binds to the CD38 molecule on myeloma cells. It was the first biologic medicine ever approved for multiple myeloma.

### Paving the way for a new era in bladder cancer treatment

Bladder cancer is among the top ten most common cancers worldwide, affecting more than a million people each year.<sup>7</sup> TAR-200 represents a new approach to treatment. It's an innovative intravesical drug releasing system designed to provide sustained, local delivery of gemcitabine directly into the bladder. In 2024, J&J advanced TAR-200 monotherapy,<sup>8</sup> with results from our SunRISe-1 Phase 2b study showing a nearly 84% complete response rate in patients with high-risk non-muscle-invasive bladder cancer. TAR-200 has been awarded Breakthrough Designation by the FDA.

<sup>4</sup> WHO, "Cancer," [www.who.int/news-room/fact-sheets/detail/cancer](http://www.who.int/news-room/fact-sheets/detail/cancer), accessed February 2025, and the American Cancer Society. "What is Lung Cancer?" [www.cancer.org/content/cancer/en/cancer/lung-cancer/about/what-is.html](http://www.cancer.org/content/cancer/en/cancer/lung-cancer/about/what-is.html), accessed February 2025.

<sup>5</sup> This refers to locally advanced or metastatic NSCLC with epidermal growth factor receptor mutations.

<sup>6</sup> San-Miguel J, et al. "Cilta-cel or Standard Care in Lenalidomide-Refractory Multiple Myeloma". N Engl J Med. 2023 Jul 27;389(4):335-347.

<sup>7</sup> WHO. "Bladder Cancer." [www.iarc.who.int/cancer-type/bladder-cancer/](http://www.iarc.who.int/cancer-type/bladder-cancer/), accessed March 2025, and internal J&J calculation.

<sup>8</sup> This therapy was provided for patients with BCG-unresponsive high-risk non-muscle-invasive bladder cancer (HR-NMIBC) with carcinoma in situ, who are ineligible for, or decline, radical cystectomy. Positive results were demonstrated in Cohort 2 of the Phase 2b SunRISe-1 study evaluating the efficacy and safety of the therapy.



# Immunology

J&J has been committed to addressing immunology for decades and has experience innovating for a wide range of conditions, with a vision to restore health for all people living with immune diseases. Our immune pathway strategy aims to deliver transformational and accessible therapies for patients, redefining the standard of care with durable, symptom-free remission.

## Transforming treatments for autoantibody-driven diseases

Nipocalimab is an investigational monoclonal antibody, specially designed to attach to and block the FcRn protein in the body, lowering the levels of harmful immunoglobulin G antibodies in the blood that cause autoimmune diseases. Nearly 100 diseases are believed to be attributable or contributed to by autoantibodies, where the immune system mistakenly makes antibodies that bind to host tissues. We have been investigating the benefits of nipocalimab for several years, and in 2024, we achieved three FDA milestones:

- **Sjögren’s disease:** Nipocalimab was granted Breakthrough Designation for the treatment of adults living with moderate-to-severe Sjögren’s disease, a chronic autoimmune disease that causes dryness of the mucosal membranes and inflammation that may cause impaired functional capacity and even death. This disease is estimated to impact four million people in the U.S. alone, of whom ~90% are women.<sup>9</sup> Our Phase 2 study demonstrated the first-ever positive results of an investigational FcRn blocker as a potential targeted therapy to treat Sjögren’s disease.
- **Hemolytic disease of the fetus and newborn (HDFN):** Nipocalimab was granted Breakthrough Designation for the treatment of pregnant individuals at risk of severe HDFN, a rare disease that can be life-threatening for the fetus or newborn. In HDFN, the immune system of a pregnant individual makes antibodies that attack the red blood cells of the fetus, causing anemia. It is estimated that up to 80 of every 100,000 pregnancies are affected by HDFN each year.<sup>10</sup>



- Our Phase 3 trial is ongoing and represents hope for thousands of women and newborns.
- **Fetal neonatal alloimmune thrombocytopenia (FNAIT):** Nipocalimab was granted Fast Track Designation for the treatment of FNAIT, a rare disease with an estimated incidence of one in 1,000 pregnancies that occurs when the immune system attacks fetal platelets, resulting in the risk of internal bleeding, potentially threatening the life of the fetus or newborn. Nipocalimab is the only investigational therapy currently reported to be in clinical development for FNAIT for which there is no approved treatment.

## Overcoming inflammatory diseases

The prevalence of inflammatory bowel disease (IBD) in the U.S. is estimated between 2.4 and 3.1 million people, with differing burden across groups. This disease is on the increase, as are IBD-related healthcare costs.<sup>11</sup> Building on J&J’s 30-year legacy of immunology

innovation, new global regulatory applications and approvals for TREMFYA (guselkumab) in Crohn’s disease and ulcerative colitis are a significant step toward addressing unmet patient need. Our TREMFYA clinical program has shown the potential to offer patients lasting remission in IBD, offering patients measurable relief and improved quality of life.

Plaque psoriasis affects an estimated eight million Americans and more than 125 million people worldwide.<sup>12</sup> Many people with psoriasis experience chronic itching, burning and discomfort—challenges that extend to emotional well-being. Icotrokinra, our investigational targeted oral peptide that selectively blocks the IL-23 receptor, demonstrates the potential to address the unmet needs and preferences of patients—shifting the treatment paradigm in plaque psoriasis with a unique combination of clear skin, favorable safety and the simplicity of a once-daily pill.

<sup>9</sup> Sjögren’s Foundation, Fact Sheet, [sjogrens.org/sites/default/files/inline-files/World\\_Sjogrens\\_Fact\\_Sheet\\_2024.pdf](https://sjogrens.org/sites/default/files/inline-files/World_Sjogrens_Fact_Sheet_2024.pdf), accessed February 2025.  
<sup>10</sup> Delaney M, Matthews DC. Hemolytic disease of the fetus and newborn: managing the mother, fetus and newborn. Hematology Am Soc Hematol Educ Program. (2015) 2015(1):146-151. doi: [doi.org/10.1182/asheducation-2015.146](https://doi.org/10.1182/asheducation-2015.146). Accessed June 2023.  
<sup>11</sup> CDC, IBD Facts and Stats, [www.cdc.gov/inflammatory-bowel-disease/php/facts-stats/index.html](https://www.cdc.gov/inflammatory-bowel-disease/php/facts-stats/index.html). Accessed February 2025.  
<sup>12</sup> Psoriasis.org, [www.psoriasis.org/psoriasis-statistics](https://www.psoriasis.org/psoriasis-statistics). Accessed April 2025.

# Neuroscience

We are creating a healthier future for the billions of people worldwide living with nervous system disorders; we seek to redefine what’s possible in neuropsychiatric, neurodegenerative, ophthalmic and neurological autoantibody disorders.

## New paths to relief from depressive disorders

In 2024, J&J continued to progress innovation for major depressive disorder (MDD), which impacts an estimated 280 million people worldwide.<sup>13</sup> We are committed to transforming care for patients by providing more effective options to treat depression. In 2024, we reported positive results from two clinical studies:

- **MDD with insomnia symptoms:** Seltorexant, developed by J&J, is believed to work by selectively blocking the orexin-2 brain receptor, which may help improve mood and insomnia symptoms associated with MDD. In our Phase 3 clinical trial, patients who took seltorexant with an oral antidepressant saw a reduction in depressive symptoms and improvement in sleep disturbances.
- **Treatment-resistant depression (TRD):** Our positive Phase 4 study of SPRAVATO (esketamine CIII nasal spray) as a monotherapy builds on more than 10 years of research and reinforces its safety and efficacy in adults living with TRD. The medicine was recently approved in the U.S. as a standalone treatment for adults with TRD. SPRAVATO was made possible by combining a device with the drug, enabling a novel nasal route of delivery that overcomes challenges with systemic administration.

## Early treatment of Alzheimer's disease (AD)

Building on our longstanding commitment to precision neuroscience, we reached key milestones in 2024 that represent important steps forward in the pursuit of early, targeted approaches to AD. Our two investigational therapies—monoclonal antibody posdinemab and anti-tau active immunotherapy JNJ-2056—received FDA Fast Track Designation, underscoring their potential to slow disease progression by targeting tau, a leading target in AD. These advances reflect our continued progress toward a future where Alzheimer’s can be detected earlier and potentially treated with greater precision.

<sup>13</sup> WHO. “Depressive disorder.” [www.who.int/news-room/fact-sheets/detail/depression](https://www.who.int/news-room/fact-sheets/detail/depression). Accessed February 2025.



## Advancing neurodegenerative disease research

In 2024, the Global Neurodegeneration Proteomics Consortium (GNPC)—a J&J co-led initiative—reached a major milestone in their joint effort to better understand neurodegenerative diseases by releasing the first version of a groundbreaking protein dataset.

Created through the GNPC, this dataset includes nearly 300 million protein measurements from over 40,000 patient samples across conditions like Alzheimer’s and Parkinson’s.

It’s the largest collection of its kind, designed to help researchers uncover new clues about how these diseases develop and progress.



Individuals depicted are models, for illustrative purposes only.

# Communicable diseases

Communicable diseases represent some of the most entrenched health challenges, affecting millions of people around the world each year. To combat these diseases, we focus on programs and partnerships that build on our decades of work in communicable diseases and have potential to save and improve lives.

## Advanced new treatment options for leprosy

Shorter and simpler treatment options for leprosy are urgently needed to help accelerate efforts toward leprosy control. Our Phase 2 study showed that J&J’s bedaquiline provides effective treatment against multibacillary leprosy, clearing bacterial growth and improving symptoms. These findings supported the launch of a Phase 3 trial, which commenced in December 2024, enrolling the first patient in Brazil. This trial is further investigating the efficacy and safety of bedaquiline as part of a six-month combination therapy for the treatment of multibacillary leprosy.

J&J introduced bedaquiline in 2012 as a novel mechanism of action in more than 40 years as a new targeted medicine for tuberculosis (TB). Today, bedaquiline is a core component of WHO-recommended treatment guidelines for drug-resistant TB. Leprosy is caused by bacteria from the same family as TB. If proven effective against leprosy, bedaquiline could again transform the treatment landscape for another pressing health challenge that disproportionately affects people in LMICs (see section: [Advancing health for all](#)).



“Our pipeline not only showcases our commitment to innovation across multiple therapeutic areas and disease states but also differentiates us in the market by enabling us to meet diverse patient needs with comprehensive solutions.”

**John C. Reed, M.D., Ph.D.,** Executive Vice President, Innovative Medicine, R&D, Johnson & Johnson



# Innovating in MedTech

With a global scale and deep expertise in cardiovascular, orthopedics, surgery and vision solutions, J&J tackles the world's most pressing healthcare challenges. We innovate to develop smarter, less invasive and more personalized solutions to tackle the leading causes of mortality around the world.

## Cardiovascular

Heart disease is a leading cause of death, and through a cardiovascular portfolio that provides advanced mapping and navigation, and precise ablation, we are addressing conditions such as heart failure, coronary artery disease, stroke and atrial fibrillation (AFib). AFib is the most common type of cardiac arrhythmia and its prevalence is on the rise globally, having doubled from 28 million in 1990 to 57 million people in 2019.<sup>14</sup>

### Enhancing cardiac ablation tools

In 2024, we launched the CARTO 3 System Version 8, the latest version of J&J's three-dimensional mapping system that uses electromagnetic technology to generate real-time maps of a patient's cardiac structures. Version 8 enhances the mapping and ablation experience through improved mapping tools and utilization of ultrasound technology, and it adds new modules, designed for efficiency, reproducibility and accuracy for electrophysiologists performing catheter ablation procedures to treat patients with AFib and other arrhythmias.

### Extending accessibility of ablation technology

Given the increasing prevalence of AFib around the world, physicians are looking for innovative ways to improve the efficiency of procedures and deliver better treatment outcomes. In 2024, our VARIPULSE Platform for the treatment of AFib received regulatory approvals in Europe, the U.S. and Canada, adding to prior approvals in Japan.

The VARIPULSE Platform uses pulsed field ablation (PFA), which is a new approach to treating AFib, utilizing a controlled electric field to selectively ablate cardiac tissue that causes the irregular heartbeat. PFA can reduce the potential risk of damage to surrounding tissues, veins and nerves. Integration with our CARTO 3 System enables real-time catheter visualization for safe, effective and efficient catheter ablation procedures.

### Enabling heart recovery

IMPELLA is our percutaneous catheter-based technology platform that provides hemodynamic support for the heart. By temporarily assisting the heart's pumping function, IMPELLA allows the heart to rest and recover while maintaining coronary perfusion. In 2024, the results of the first pivotal trial on patients supported with IMPELLA ECP, a novel transvalvular axial flow pump, demonstrated IMPELLA ECP's safety and efficacy for use in high-risk percutaneous coronary interventions. Also in 2024, the FDA expanded the indications for two IMPELLA pumps, granting premarket approval<sup>15</sup> for use in specific pediatric patients.

Further, in 2024, we completed our acquisition of Shockwave Medical, which offers the first commercially available intravascular lithotripsy (IVL) platform worldwide designed to treat severely calcified coronary and peripheral artery lesions using sonic pressure waves.

## Orthopaedics

Building on our proud product innovation and legacy of industry firsts, we are reimagining the orthopaedic landscape with new advancements in medical technologies and digital surgery across the entire continuum of care.

### Leveraging AI to improve orthopaedic surgery

To reduce cycle times for key surgical components and increase availability, we have developed an Artificial Intelligence Smart Inspection (AISi) program. AISi optimizes the historically manual process of orthopaedic surgical kit inspections to serve hospitals and patients more quickly and efficiently. Surgical kits are prepared for orthopedic joint reconstruction, with each type consisting of several unique components in a designated slot. Using AISi, which can detect thousands of unique components, these kits can be processed rapidly and accurately. We tested AISi in a pilot program in Canada and experience a 40% reduction in inspection time.

### Transforming knee replacement procedures with robotics

Our VELYS Robotic-Assisted Solution (VELYS) is transforming total knee replacement procedures globally. With more than 100,000 surgeries performed across 31 markets, VELYS enhances precision, streamlines

<sup>14</sup> American Journal of Medical Care (AJMC), "Global Burden of Atrial Fibrillation Rises Sharply Over 30 Years, Study Finds," [www.ajmc.com/view/global-burden-of-atrial-fibrillation-rises-sharply-over-30-years-study-finds](https://www.ajmc.com/view/global-burden-of-atrial-fibrillation-rises-sharply-over-30-years-study-finds), accessed February 2025.

<sup>15</sup> Premarket approval is the highest level of approval granted by the FDA for the safety and efficacy of medical devices.

workflows and personalizes care, integrating seamlessly with our ATTUNE Knee System to reduce the risk of revision compared to similar procedures. In 2024, the FDA cleared VELYS for unicompartmental knee arthroplasty (UKA), enabling surgeons to address alignment and precision challenges in partial knee replacements without requiring CT imaging, further expanding the number of patients that can benefit from VELYS.

Also in 2024, we announced FDA clearance of our VELYS Active Robotic-Assistance Platform (VELYS Spine) to address the complexities of spinal surgeries—a field where more than 4.83 million procedures are performed globally each year.<sup>16</sup> VELYS Spine has a broad indication for spinal surgeries, inclusive of the most complex pathologies, and the capabilities of our unique arm enables surgeons control and flexibility in their approach and plans. This groundbreaking platform helps empower surgeons, improve surgical experiences and enhance patient outcomes.

## Surgery

Together, with clinicians and healthcare experts around the world, we are progressing what’s next in surgery to address patient needs. Technology plays a critical role in how we support healthcare professionals (HCPs) and their patients, and we leverage state-of-the-art techniques to deliver innovative solutions.

### Advancing robotic surgery

We are developing our robotic surgical platform that is designed to set a new standard for the modern Operating Room (OR) and transform the surgical experience. In 2024, we received FDA approval to begin clinical trials with the OTTAVA Robotic System,<sup>17</sup> our general surgery soft tissue robotic system. Our OTTAVA Robotic System’s unique unified architecture, surgical instrumentation powered by J&J’s expertise and digital ecosystem are intended to provide versatility to meet the needs of each patient’s care and each surgeon’s clinical approach.

<sup>16</sup> D’Souza M, et al. “Robotic-assisted spine surgery: history, efficacy, cost, and future trends.” Robot Surg. 2019;6:9-23

<sup>17</sup> The OTTAVA Robotic System is under development and is not authorized to be marketed or sold in any market.

<sup>18</sup> TECNIS Odyssey IOL will be available for select surgeons in countries across Japan, Korea, Canada, Singapore, Australia, New Zealand, Europe and Middle East & Africa through the LMR period, with expanded roll out expected in 2025 and beyond.

<sup>19</sup> According to ISO 1979-7:2024, based on the clinical study of the parent IOL and preclinical bench testing of TECNIS Odyssey (Data on File. 2024DOF4002).

<sup>20</sup> TECNIS Odyssey IOL with TECNIS Simplicity Delivery System Directions For Use

### Delivering new surgical tools

J&J develops surgical technologies and solutions to help address major health challenges such as metabolic disease, cardiovascular disease and cancer. In 2024, we introduced the ECHELON LINEAR Cutter, a surgical stapler that delivers 47% fewer leaks at the staple line, primarily for use in colorectal surgery. This is the first linear cutter that combines innovative and proprietary 3D-stapling and gripping surface technologies, which can help surgeons reduce risks and deliver positive patient outcomes.

### Powering the surgery ecosystem with AI

Across J&J’s organization, teams of technologists and engineers are working to deliver a digital surgery ecosystem that promises to create a more connected surgical experience and unlock the power of surgical data.

We are working with NVIDIA to scale AI-based innovation before, during and after surgery, supporting increased access to real-time analysis and global availability of AI algorithms for surgical decision-making, education and collaboration across the connected OR.

J&J also launched the beta version of POLYPHONIC Surgery, part of an open and secure digital ecosystem for a more connected surgical experience. The ecosystem features software applications that are agnostic to data sources and focus on delivering critical insights through, for example, surgical video, telepresence and integrated healthcare-defined collaboration tools.

## Vision

Understanding that eye health needs change over a lifetime—from contacts to cataracts—we have built a unified, global organization that collaborates, innovates and works together to provide care for patients at every stage in their eye health journey. Our legacy of innovation continued in 2024 as we delivered advanced eye care solutions in new markets. These included advanced contact lenses, a refractive correction laser system and the launch and expansion of cutting-edge Presbyopia Correcting Intra Ocular Lenses (PCIOLs) as part of our TECNIS Platform portfolio.

- TECNIS Odyssey, approved in the U.S. and EU,<sup>18</sup> is designed to provide full visual range,<sup>19</sup> so patients can see clearly from far to near and in between, minimizing the need for glasses.<sup>20</sup>
- TECNIS PureSee, currently launched in the EU and pending in the U.S., is a purely refractive PCIOL that delivers uninterrupted, high-quality vision,<sup>21</sup> with high-image contrast and low-light performance.<sup>22</sup>

Our long-lasting collaborations with organizations have also benefited millions of people through comprehensive eye screenings, high-quality cataract surgeries and educational initiatives for the next generation of cataract surgery healthcare workers in communities around the world (see section: [Advancing health for all](#)).



“Our purpose at J&J MedTech is clear: developing next-generation innovations that revolutionize care and improve lives. Medical technology can truly transform healthcare through the creation of personalized treatments, improving disease detection and delivering more efficient care.”

**Tim Schmid**, Executive Vice President,  
Worldwide Chairman, MedTech, Johnson & Johnson

<sup>21</sup> DOF2023CT4016 – Simulated VA of the TECNIS PureSee IOL compared to TECNIS Eyhance and TECNIS 1-Piece IOLs. 29 March 2023; Bala C, et al. “Superior intermediate and uncompromised distance quality of vision with a purely refractive extended depth of focus IOL.” Abstract ESCRS Vienna 2023. REF2023CT4128

<sup>22</sup> DOF2023CT4014 – MTF of the TECNIS PureSee IOL; DOF2023CT4025 – MTF of the TECNIS PureSee IOL and other lens models in low-light conditions.



# Technology innovation & AI

We are leveraging cutting-edge technologies to set new standards for efficiency, effectiveness and enhanced customer and employee experiences.

In 2024, we continued to improve our network, cloud services and data environment as we drive operational efficiency across the organization. Through these innovations, J&J is redefining ways of working to deliver better outcomes for our patients and our Company.

## Better data for better outcomes

We drive innovative data management practices to underpin making informed decisions and delivering effective healthcare. In 2024, we implemented our Master Data Management operating model, which includes several process improvements and automations that enhance operational efficiency and help our products reach patients faster. Supported by the J&J Data Management Council our data management processes help achieve high-quality data, streamlined operations and AI readiness to support value creation for our business and those we serve.

## Integrating AI

We continued to successfully integrate AI into J&J's global operations, moving from pilot programs into full deployments during 2024. As part of this initiative, we further refined our governance framework, which includes guidelines to support responsible use and compliance. By the end of 2024, more than 33,000 employees undertook Generative AI (GenAI) training to enhance their digital skills and foster an innovative culture. GenAI is delivering a number of benefits, including enhanced productivity and skills through intuitive AI tools; training programs; and optimized research, development and operational processes, and driving financial and operational value.

We have also taken the first steps toward building a GenAI-powered tool that will allow J&J to optimize inventories quickly and effectively, enhancing the robustness of our supply chain. Early trials have shown the potential for GenAI to streamline inventory management, predict demand more accurately and optimize stock levels. These improvements are expected to reduce waste and ensure we meet customer demands promptly.

In 2024, we also launched CoCreate.AI, a GenAI-powered medical writing product, as the next generation of safety reporting by combining automated workflows and GenAI accelerators to streamline complex medical writing tasks. Using CoCreate.AI, we have streamlined the production of hundreds of annual aggregate safety reports, assuring high-quality regulatory compliance while significantly reducing the manual effort required to deliver these regulatory reports, enabling faster drug development timelines.



**Jim Swanson**, Executive Vice President,  
Chief Information Officer, Johnson & Johnson

“As we embed AI across our business, we’re actively exploring the next areas of disruption to advance healthcare for all. Supporting these efforts, we continue to focus on our data foundation, such as data quality and governance, so that we are best positioned to leverage AI effectively.”

## Progressing our cloud strategy

J&J's cloud strategy is critical for driving innovation and supporting emerging technologies such as GenAI so that J&J can remain at the forefront of healthcare advancements. Over the last five years, we have achieved a fourfold increase in cloud adoption, with most of our workloads now running in the cloud. From the outset of our cloud strategy, we established a multi-vendor strategy of major cloud providers, enabling us to select the right cloud environment for each workload, diversify the technologies that power our business, ensure robust security measures and balance innovation objectives with sustainability.



## Embracing collaboration for breakthrough innovation

J&J's external innovation group comprises scientific and business experts specialized in accelerating cutting-edge science and technology into potential healthcare solutions with the aim to improve lives around the world.

Located in innovation hubs around the world in Shanghai, San Francisco, Boston and London, partnering teams across J&J Innovation Centers work hand in hand with innovators to help accelerate their ideas with industry-leading incubation, investment support, strategic partnerships and deep scientific and commercial expertise from J&J.

J&J's global incubator network, JLABS, offers a global network of open innovation ecosystems that empowers emerging companies with knowledge, experience, strategic partnerships and venture connections across a broad healthcare spectrum.

J&J's corporate venture capital organization, JJDC, supports a portfolio of more than 100 companies, having invested more than \$3.4 billion in capital since 2014. JJDC maintains a proactive approach to driving innovation, investing in biotech and medical technology companies of all stages.

To read more on Technology innovation & AI, see sections [Innovating in medicines](#) and [Innovating in MedTech](#).

# Supply chain innovation

Our extended supply chains support our healthcare innovation through manufacturing and delivering our medicines and devices to the patients who need them.

## Transforming the supply chain with digital

J&J's Digital Value Chain is a proprietary digital tool that enables proactive, informed decisions that support the optimization of our global supply chains now and for the future. The Digital Value Chain includes our interactive Supply Chain Maps, which provide teams with oversight of all the movements within each product supply chain and how they change over time. Through Options Modeling, our teams can predict supply chain performance for a range of different scenarios, which leads to better supply chain decisions. This enables optimization of the design of our supply chain processes from the outset at product launch and guides us in driving continuous improvement over the product lifecycle.

J&J's Digital Value Chain program was shortlisted for the Gartner Power of the Profession Supply Chain Awards 2025 in the category of Best Technology and Process Innovation of the Year.

### Ensuring supply chain continuity

J&J's Global Transportation Control Tower is a centralized digital platform that deploys advanced analytics to revolutionize end-to-end shipment tracking and management. Seamlessly facilitating real-time collaboration across an expansive network of supply chain partners, it allows J&J to navigate unforeseen disruptions such as geopolitical crises and logistical obstacles. Launched in 2022, the Global

Transportation Control Tower has proven its impact in enhancing operational efficiency and responsiveness, dramatically enhancing our organization's ability to deliver critical healthcare solutions on time and in full, even in times of crisis. In 2024, the platform supported the TREMFYA launch in the U.S. in a synchronized operation using Global Transportation Control Tower's multiple daily updates to deliver the product for our patients just four days after FDA Approval.

### Investing in supply chain infrastructure

Across our global supply landscape, we continue to invest to enhance and expand our capabilities to supply solutions for our patients globally.

In 2024, for example, we announced an investment of \$2 billion to build a state-of-the-art biologics manufacturing facility in Wilson, North Carolina. The new facility will support plans to advance J&J's pipeline of transformational medicines in oncology, immunology and neuroscience. The site is designed to be fully digital, using AI and other tools to enable continuous improvement; achieve high levels of quality, safety and compliance; and integrate sustainable technologies.



“We remain unwavering in our commitment to innovation across our global supply chain to ensure reliable and efficient supply of transformational medicines to patients around the world. The shift to Digital Value Chain has vastly improved our ability to proactively configure optimal supply chains, driving efficiencies and cost savings while building a more resilient and adaptable network.”

Dapo Ajayi, Vice President, Innovative Medicine Supply Chain, Johnson & Johnson

In Costa Rica, we continued to develop our flagship J&J campus to be our most advanced medical technology manufacturing site at launch and to support multiple MedTech business units to meet growing customer and patient demand. The multi-business operating model reduces complexity, accelerates decision-making and offers significant flexibility to adapt to fast-changing business environments.



“Our state-of-the art MedTech Costa Rica campus offers capability acceleration and efficiency with the ability to scale for business growth that will redefine the way we serve patients and healthcare professionals.”

Luis Roman, Vice President, MedTech Supply Chain, Johnson & Johnson





# Advancing health for all

Gaps remain in access to quality healthcare in many communities around the world, despite advancements in healthcare. WHO estimates that more than half the world's population—4.5 billion people—do not have access to essential health services.<sup>23</sup>

As a leader in healthcare, our approach to addressing the gaps in healthcare access is rooted in Our Credo and prioritizes the needs of patients and the health workers who deliver care.

We have a longstanding commitment to ensuring that our medicines and medical technologies can reach the communities that need them most. In 2024, for the seventh consecutive time, J&J was ranked among the top five companies in the 2024 Access to Medicine Index, for efforts to close the gap between communities and care. This marks more than a decade that J&J has maintained this stature among pharmaceutical companies due to our efforts to expand access to medicines and health technologies in low- and middle-income countries (LMICs).

Our 125+ years of support for health workers is built on the core belief that when health workers thrive, care improves for everyone. Our initiative, J&J CareCommunity, unites efforts across the Company under one global social impact platform, bringing together resources to support a thriving global health workforce and connect communities to the care they need.

<sup>23</sup> WHO, "Universal Health Coverage Fact Sheet", [www.who.int/news-room/fact-sheets/detail/universal-health-coverage-\(uhc\)](https://www.who.int/news-room/fact-sheets/detail/universal-health-coverage-(uhc)), accessed February 2025.



"Everything we do is rooted in our steadfast commitment to building a world where patients have access to quality healthcare and health workers have the support they need to thrive. Guided by Our Credo, we work with like-minded partners on innovative ways to close the gaps between communities and care."

**Vanessa Broadhurst**, Executive Vice President, Global Corporate Affairs, Johnson & Johnson



## Expanding access to medicines and technologies

Developing lifesaving treatments and preventive therapeutics is at the heart of our mission to support improved health outcomes across all communities globally. We know that innovations in medicines and technologies are impactful only when they reach people in need. We help navigate increasingly complex healthcare systems and continue to work to enable local patient access to transformational medical innovation now and in the future.

We systematically plan for access at the early stages of development, aiming to ensure that our medicines reach the people who need them most. We embed strategies to improve patient access to healthcare systems by applying our Innovative Medicine Access and Pricing Principles across our entire pharmaceutical portfolio. Three guiding principles drive our decisions:

- We work closely with payers such as governments, insurers and other local stakeholders to negotiate the price of our medicines based on their local value—prioritizing health outcomes and the impact our medicines have on a specific society and economy.
- We make our medicines readily accessible and affordable for patients and health systems, working with governments and payers—as early as the law allows—to discuss coverage, accelerate availability and provide the best possible access to our medicines.
- We fuel sustainable innovation through fair pricing for valuable therapies that enable the discovery, development and delivery for the next breakthroughs and cures for current and future patients.

J&J believes that affordability challenges should not stand in the way of access to medicines. In 2024, J&J provided more than \$4.5 billion in products through different mechanisms; this sum included the value of free products provided directly to patients through the J&J Patient Assistance Program.

### Eliminating intestinal worms

Soil-transmitted helminth (STH) infections represent one of the high-prevalence neglected tropical diseases prioritized in the WHO roadmap 2021 – 2030.<sup>24</sup> STH—or intestinal worm infections—are among the most common infections worldwide with an estimated 1.5 billion infected people or 24% of the world’s population,<sup>25</sup> threatening the health, education and futures of 900 million children worldwide.

In 2024, we expanded our commitment to donate up to 1 billion doses of VERMOX Chewable (mebendazole) through 2030,<sup>26</sup> —up to 200 million doses per year—in STH endemic countries.

Since 2006, J&J has donated 2.6 billion doses of VERMOX, our medicine to treat intestinal worms, in more than 60 countries. Today, our program reaches up to 100 million children and women of reproductive age annually, helping millions of children to learn, grow and thrive.

### Ending tuberculosis (TB)

In 2012, after years of focused investment in R&D, we introduced SIRTURO (bedaquiline), the first targeted TB medicine with a novel mechanism of action.

In 2024, 132,000 patients received access to SIRTURO (bedaquiline), potentially averting 1.2 million new multidrug-resistant TB (MDR-TB) infections.<sup>27</sup> Since approval, nearly 930,000 courses of SIRTURO (bedaquiline) have been delivered to patients in 163 countries, including all 30 high-burden TB countries, potentially averting 8.2 million new MDR-TB infections.<sup>27</sup>

We acted to support all eligible countries to procure bedaquiline through the Stop TB Partnership’s Global Drug Facility, an organization that provides access to quality TB medicines and supports their appropriate use to help ensure they remain effective in the face of rising global drug resistance.



We have also stated that we would not enforce patents we own and control for SIRTURO (bedaquiline) to treat MDR-TB in 134 LMICs. The decision is intended to assure current and future generic manufacturers that they may manufacture and sell high-quality generic versions of SIRTURO without a concern that the Company will enforce its bedaquiline patents, provided the generic versions of SIRTURO produced or supplied by generic manufacturers are of good quality, medically acceptable and used only in the 134 LMICs.

We are also investing in health systems to equip community health workers (CHWs) to address underdiagnosis of TB, one of the greatest barriers to ending the TB epidemic. By supporting CHWs and nonprofit organizations, we are helping transform how communities understand

and respond to TB, moving us closer to a TB-free world—one patient at a time. Building on pilot work undertaken in India in 2024, together with PATH and the National TB Elimination Program with support from the Johnson & Johnson Foundation, we are on a trajectory to upskill more than 100,000 CHWs in urban, low-income communities to accelerate early diagnosis.

#### Supporting patient advocates

2024 marked the 10th anniversary of our J&J HealtheVoices annual conference. The HealtheVoices team welcomed 125 patient advocates and caregivers who use social media to advocate for themselves and their health communities—as well as nearly 100 J&J employees and leaders—for three days of upskilling, networking and community building.

<sup>24</sup> WHO, “Ending the neglect to attain Sustainable Development Goals: A road map for neglected tropical diseases, 2021 –2030,” [www.who.int/publications/i/item/9789240010352](http://www.who.int/publications/i/item/9789240010352), accessed February 2025.

<sup>25</sup> WHO, STH Fact Sheet, [www.who.int/news-room/fact-sheets/detail/soil-transmitted-helminth-infections](http://www.who.int/news-room/fact-sheets/detail/soil-transmitted-helminth-infections), accessed February 2025.

<sup>26</sup> J&J Press Release: [www.jnj.com/media-center/press-releases/johnson-johnson-announces-intention-to-extend-longstanding-vermo-donation-program-through-2030-to-tackle-intestinal-worms-and-help-children-in-marginalized-communities-thrive](http://www.jnj.com/media-center/press-releases/johnson-johnson-announces-intention-to-extend-longstanding-vermo-donation-program-through-2030-to-tackle-intestinal-worms-and-help-children-in-marginalized-communities-thrive)

<sup>27</sup> Based on 10 people infected per 1 non-treated DR-TB patient, WHO data ([www.who.int/westernpacific/health-topics/tuberculosis](http://www.who.int/westernpacific/health-topics/tuberculosis)) and cure rate of 87.8% for patients treated with bedaquiline-containing regimens, based on The Lancet Respiratory Medicine, Volume 392, September 2018, pages 821-34



# Our J&J CareCommunity

J&J is closing the gap between communities and care through [J&J CareCommunity](#). Building on our long legacy, J&J CareCommunity is rooted in championing nurses and health workers, the heart of the care system, and advancing programs that improve access to quality care for communities worldwide.

The WHO projects a shortage of 10 million health workers by 2030, including a shortage of 6 million nurses, who make up nearly half of the world’s healthcare workforce and deliver almost 80% of the hands-on care.<sup>28</sup> CHWs have the potential to play a major role in closing that gap and connecting communities to care; however, they remain under-supported and overburdened.

Our programs focus on strengthening health systems and improving patient outcomes by addressing the health workforce shortage and equipping nurses and CHWs with clinical and leadership skills to thrive in their careers.

To inspire nurses in the U.S. and reignite their sense of purpose, impact and pride in the profession, we ran a campaign in 2024 championing nurses as leaders, innovators and change makers with the power to help advance access to care, improve patient outcomes and transform healthcare. This includes our “World Without Nurses” campaign during National Nurses Month.

J&J has also been a pioneer in the private sector to mobilize collective action to accelerate financing to transform the impact of CHWs across Africa. The Africa Frontline First Catalytic Fund was launched in 2022, with \$25 million from the Johnson & Johnson Foundation and Skoll Foundation to mobilize \$100 million in three years to unlock financing to train and deploy 200,000 CHWs to deliver essential care to 100 million people by 2030. Matched by the Global Fund and country governments, the initiative met its initial goal and led to increased resource mobilization of \$219 million at the end of 2024 to strengthen community health programs across 16 countries.

28 WHO, “State of the World’s Nursing 2020,” [iris.who.int/bitstream/handle/10665/331673/9789240003293-eng.pdf](https://iris.who.int/bitstream/handle/10665/331673/9789240003293-eng.pdf), accessed February 2025.



This includes providing a \$7 million grant to the Institut de France to help the WHO Academy provide continuing education for health workers anywhere in the world, throughout their careers. Additionally, J&J and the Johnson & Johnson Foundation are committed to strengthening health systems in Latin America and the Caribbean by supporting the training of 500,000 health workers by 2028 to expand the skilled health workforce across the region.

**Nurses are leaders and innovators:** In the U.S. in 2024, more than 1,100 nurses participated in one of our programs such as the J&J Nurse Innovation Fellowship, powered by Penn Nursing and the Wharton School, and NurseHack4Health Pitch-A-Thon, in collaboration with SONSIEL and Microsoft. These programs seek to attract and strengthen an innovative and thriving nursing workforce that improves access to quality care for communities.

By elevating nurse leadership and innovation, they catalyze work environments where nurses and patients can thrive. Additional resources provide educational opportunities and other information touchpoints, reaching 1.9 million nurses.

## Bringing care to people where they are

Community health centers play a critical role in the U.S. healthcare system, serving more than 31.5 million people—one in 11 people in the U.S. receives care from a health center. We are also collaborating with the National Association of Community Health Centers to strengthen accessible, community-based healthcare and create career pathways for nurses through grants to 30 health centers across the U.S.

Since 2002, the University of California, Los Angeles (UCLA) and J&J Health Care Executive Program (HCEP) has provided leadership and management training to nearly 1,200 executives and senior leaders of community-based healthcare organizations, helping to expand the quality and quantity of care at the community level. The UCLA and J&J Community Health Advocate Management Program (CHAMP), modeled after HCEP, aims to help CHW managers and their supervisors create and sustain improvements in their organization. Over the last three years, the program has trained more than 200 managers and supervisors, reaching more than 6,500 CHWs and improving care for hundreds of thousands of patients.

**Strengthening professional nursing in Kenya:** A three-year project with Aga Khan University seeks to help develop strategies to achieve a public image for nurses in Kenya that reflects their professionalism. Additionally, to address the acute shortage of nurses in rural health facilities, the project provides scholarships to more than 270 nursing students from rural areas to increase the number of qualified nurses in these regions.

## Investing in innovative health solutions

Through Impact Ventures, an impact investment fund within the Johnson & Johnson Foundation, we invest in innovative companies and entrepreneurs addressing the unique needs of patients in communities that lack access to healthcare. Celebrating its fifth anniversary, the Impact Ventures portfolio has grown to more than 70 companies, supporting 750,000 health workers and reaching 90 million patients. For example, funding from Impact Ventures is helping Certintell, a telehealth remote patient monitoring company, improve health outcomes for under-resourced communities across the U.S. by providing primary care, mental health services and disease management programs.

## Enhancing access to quality surgical care

Two-thirds of the world's population lack access to safe, timely and affordable surgical care, resulting in 17 million avoidable deaths each year and many more lifelong disabilities.<sup>29</sup> To address the critical shortage of surgical professionals in LMICs, the Johnson & Johnson Foundation is supporting the Global Surgery Foundation including initiatives such as SURGfund, a catalytic funding platform to sustainably scale surgical care systems, and SURGhub, the UN Global Surgery Learning Hub. Since its launch in June 2023, SURGhub has attracted more than 10,000 learners, including more than 70% from LMICs.

For more than 35 years, J&J has helped Operation Smile provide more than 400,000 smiles to children and young adults born with cleft conditions. As the official suture partner, our shared mission with Operation Smile is paving a path to health equity through access to safe surgery. In 2024, we expanded our support by helping to launch Operation Smile's Train the Trainers Program in Africa, Latin America and Asia-Pacific, enabling local health workers to enhance their skills and train others in their communities. In its first year, the initiative trained 171 nurses and reached more than 115,000 patients. The Asia-Pacific program, hosted in New Delhi, India, for example, brought together more than 36 nurses from five countries, empowered by J&J mentors, for accelerated training in cleft care and leadership to enable more nurses to be trained closer to home.

## Helping millions see around the world

In 2024, Sight for Kids, J&J's school-based eye care program supported by the Johnson & Johnson Foundation and co-founded with Lions Clubs International Foundation more than 20 years ago, marked a major milestone—the program has reached 50 million students around the world to date, including helping 650,000 students access treatment and surgeries and providing 515,000 pairs of eyeglasses, and we also expanded to new cities.

Additionally, through our work with organizations like SEE International and the Cure Blindness Project, we have supported screenings and basic treatment for people living with cataracts.

## Responding in times of crisis

J&J has a history of supporting communities in crisis—from immediate aid to long-term recovery efforts. In 2024, we worked with trusted partners to coordinate product donations and support programs that help communities recover, rebuild and become resilient in the immediate aftermath of major natural disasters. As a contributor to the American Red Cross Disaster Responder program, the Johnson & Johnson Foundation committed to support relief efforts of the American Red Cross,<sup>30</sup> which mobilizes on-the-ground aid for those impacted by disaster, such as the California wildfires.

This includes the Johnson & Johnson Foundation's \$1 million donation to Americares following hurricanes Helene and Milton, which helped provide medicine and medical supplies and to restore health services to communities from Florida to North Carolina, including mental health support for frontline health workers. Outside the U.S., our disaster response included more than \$1 million to Americares India Foundation for flood relief in India. The J&J Foundation also supported our partners during the floods in Eastern Europe and Spain.

## Addressing the impacts of climate on healthcare resilience

We continue to support CHWs and communities that could experience the impacts of health inequities exacerbated by climate. Through The Climate Health Equity for Community Clinics Program, an initiative J&J supports with Americares and The Center for Climate, Health and the Global Environment at Harvard T.H. Chan School of Public Health (Harvard Chan C-CHANGE), we aim to bolster climate resilience in 100 free and charitable clinics and community health centers across the U.S. by 2025. In 2024, 44 clinics in 8 states participated in the program, which seeks to reduce the impact of extreme heat and wildfire smoke on patients' health.

Participating clinics access an online tool to create their own customized action plans with targeted interventions for both extreme heat and wildfire smoke. Suggested interventions in the toolkit could include stocking up on cooling packs and water, using social media to share wildfire smoke safety tips or partnering with other local organizations, such as the fire department, to deliver fans to vulnerable patients. In 2024, clinics from 30 states were recruited to participate in the next phase of the project. Additionally, the program launched a virtual learning collaborative, which included a conference on climate and health, attended by approximately 80 healthcare professionals and whose bi-monthly newsletter reaches more than 2,000 community healthcare workers.



<sup>29</sup> The Lancet, "Two thirds of the world's population have no access to safe, affordable surgery," ScienceDaily, 27 April 2015. [www.sciencedaily.com/releases/2015/04/150427082653.htm](http://www.sciencedaily.com/releases/2015/04/150427082653.htm)

<sup>30</sup> The American Red Cross name and logo are used with its permission, which in no way constitutes an endorsement, express or implied, of any product, service, company, opinion or political position. The American Red Cross name and logo are registered trademarks owned by the American National Red Cross. For more information about the American Red Cross, please visit [redcross.org](http://redcross.org)



# Our employees

Our employees are critical to our continued success and are an essential element of our long-term strategy. Guided by Our Credo, we care for our employees' physical, mental, emotional and financial health. Through attracting, developing, empowering and inspiring employees, we foster a culture of inclusion and belonging that drives engagement and retention of our global talent.

94%

of employees responded to Our Credo Survey, with 85% agreeing that J&J provides an inclusive work environment where each employee is considered an individual

>36,000

employees joined ~15,000 courses on Global Learning Day 2024 in sessions on the day and through October and November combined

~34,000

employees came together across 74 countries for a Global Activity Challenge



# Employee attraction & development

Attracting, developing, retaining and inspiring talented people is crucial to all aspects of our business. We promote a culture of learning and inclusion so that every individual at J&J can contribute to our shared success for our patients, our customers, our Company and each other.

## Learning & development

We aim to cultivate a mindset and culture of curiosity through ongoing learning and discovery by transforming the way employees gain new experiences and skills, and enable personalized growth that allows people to shine throughout their careers.

In October 2024, employees around the world came together for our second Global Learning Day, a Company-wide celebration of growth, collaboration, knowledge sharing and personal development. During the event, our employees engaged with our Learn platform to self-assess new skills they had developed, explore opportunities for new learning and experiences and consider routes to personal and professional development through project-based assignments or mentorship roles. Learn is our global AI-powered ecosystem that integrates programs across J&J as a single source for learning and development needs for all employees.

All activities during Global Learning Day were available in 12 languages on demand and mobile-enabled. Employees assessed more than 112,000 skills, attended workshops and seminars and participated in group learning sessions.<sup>31</sup>

<sup>31</sup> Global Learning Day 2024 in sessions on the day and through October and November combined.



### Global Learning Day 2024

One focus of Global Learning Day 2024 was health and well-being, including a live webinar on Cultivating a Resilient Mindset, which drew more than 3,500 participants, and approximately 2,500 employees completed a Resilience Course. Recognizing that health and well-being are essential to personal and professional success, we aimed to reinforce our approach to helping employees not only with traditional development opportunities but also with tools that provide practical help for living a healthy and balanced life.

> 36,000 employees joined ~15,000 courses on Global Learning Day 2024 in sessions on the day and through October and November combined.

60% of the top 10 searches were digital and technology focused.

### Learning & development by the numbers in 2024

**\$121 million**

total spend on employee learning & development

**36.9**

average training hours per employee

**1,807**

leaders participated in our Enterprise Leader Development Program

**998**

employees in the U.S. and Puerto Rico participated in the tuition reimbursement program



## Employee attraction

Our recruitment efforts include outreach through a wide range of channels and partners to encourage a broad representation of top qualified candidates. Employee referrals again generated a significant proportion of our hiring efforts, demonstrating employee confidence in J&J as an attractive workplace.

## Compensation & benefits

At J&J, we recognize our employees' contributions to delivering our mission in alignment with our values, and our global compensation framework includes core principles that guide all compensation decisions worldwide. We are committed to compensating our employees fairly and to offering the kinds of benefits that are relevant to meeting the needs of today's employees and their families. Our benefits packages also aim to improve the quality of life for employees by providing practical support for family, health, education and long-term financial management needs.

In 2024, we continued to implement an annual living wage assessment in collaboration with Business for Social Responsibility (BSR) to provide employees with pay that is both market competitive and sufficient to attain a sustainable standard of living.

 Position on Employee Development and Total Health and Well-Being





# Employee engagement & inclusion

Across J&J, employees find inspiration in our purpose to change health for humanity. We provide platforms, tools and resources across the organization to help everyone contribute effectively.

## Listening to our employees

We encourage an open and inclusive communications environment so that everyone feels welcome to offer ideas and suggestions about how we can improve outcomes for patients and consumers and demonstrate care for our communities and our planet.

In 2024, J&J's annual Our Credo Survey, which assesses the health of our organizational culture and measures the alignment of our actions with Our Credo values, was conducted in 73 countries and was made available in 36 languages.

### Our Credo Survey 2024: key results

94%

participation rate among all eligible employees

85%

agreed with the statement, "Provides an inclusive work environment where each employee is considered as an individual"

92%

agreed with the statement, "Ensures our first responsibility is to the patients, doctors and nurses, mothers and fathers, and all others who use our products and services"

We provided detailed results and action-planning resources to all leaders with 10 or more responses to help them address areas of opportunity. Additionally, we continued to offer employees in most countries the chance to receive a confidential, personalized fulfillment report designed to enhance self-awareness regarding satisfaction at work with development suggestions linked to our learning platform, Learn.

In 2024, we enhanced our employee listening program to better understand our employees' most pressing concerns and to empower leaders to take timely actions aligned with Our Credo values. In addition to the annual Our Credo Survey, the employee listening portfolio currently includes channels such as an "always-on" pulse survey, lifecycle surveys and strategic ad hoc surveys conducted in partnership with key stakeholders.

## Recognizing employees

In addition to regional and functional awards programs, we maintain our colleague recognition platform, Inspire, which reaches all of our global workforce. 2024 was the fifth year of Inspire, and it generated more than half a million recognition moments for our global workforce. Our investment in recognition in 2024 continued to show a positive correlation to employee engagement and retention; for example, those receiving more frequent awards are more likely to be rated as high performers and also showed increased retention.

## Advancing our inclusive culture

At J&J, Our Credo guides everything we do. It affirms our commitment to fostering an inclusive work environment where each person is considered an individual and calls on us to respect the diversity and dignity of all J&J colleagues and recognize their merit.

Our global inclusion strategy aims to unlock the potential of every individual, empowering them to use their unique experiences, abilities, backgrounds and perspectives to drive meaningful change for employees, patients, communities and our businesses around the world.

We all belong and thrive at J&J. We know that inclusive work environments drive innovation, which ultimately benefits the patients we serve.

Highlights of our progress in driving inclusive impact in 2024 include:

- **82% Inclusion Index score, up by 1% from the year prior.** Our global Inclusion Index score reflects how our people leaders are delivering a culture of inclusion. The Inclusion Index is a subset of the annual Our Credo Survey, which serves as a significant indicator of employee satisfaction and measures important aspects of our culture.
- **Engaged more than 14,000 J&J employees in our 12 enterprise-wide Employee Business Resource Groups (EBRGs).** Our EBRGs are voluntary, employee-led and open to all J&J employees to foster belonging, advance innovation and drive better outcomes for our patients, customers, employees and communities.



## Using shared experience to drive inclusion

Led by the MedTech North America Global Post Market Safety team, this initiative fostered deeper connections and understanding among team members. After reviewing employee sentiment data that showed an opportunity to drive a more inclusive teamwork environment, this group developed an action plan to increase a sense of belonging and to foster an appreciation of different perspectives.

The team celebrated 14 unique events throughout the year and solicited volunteers to present on 19 topics of their choice to increase awareness of the multitude of culturally significant moments that may be celebrated by our friends, patients and colleagues. Presentations were made during weekly huddles, with a goal of at least one per month and over the year, and they moved from informational to fostering deeper connections where team members shared more about themselves and their backgrounds.



## Employees for people & planet

We provide platforms, tools and resources across the organization to help leverage our employees' unique skills and experiences to contribute to causes they are passionate about.

### Matching Gifts Program

J&J employees and retirees also contribute financial resources to nonprofit organizations. Through the Matching Gifts Program, the Johnson & Johnson Foundation, together with J&J employees and retirees, contributed more than \$50 million to more than 9,500 nonprofit organizations in 2024.

### Volunteer opportunities for employees

About 4,000 employees contributed to nurturing healthy communities across the globe through a range of programs, underpinned by our global volunteer leave policy. Employees leverage their passion, skills and knowledge to bring deep expertise to community organizations and drive social impact.

In 2024, 28 J&J community programs collectively received \$10 million through our Business Matching Fund to enhance our contribution to improving lives for patients across the U.S. The programs include My Health Can't Wait, our community-based wellness initiative that aims to empower people with information and resources to advocate for and inform their health journeys. Approximately 700 J&J volunteers supported 34 activations in 2024, contributing more than 6,600 volunteer hours and reaching nearly 130,000 community members with health information and resources, including almost 38,000 health screenings.

J&J contributes the unique expertise of its employees to solve the world's most pressing social challenges. For example, as part of the J&J Global Secondment Program, 18 J&J managers and senior leaders lent their talent and experience through immersive experiences to help 10 Impact Ventures of the Johnson & Johnson Foundation portfolio companies achieve business objectives.



J&J employee volunteers at a My Health Can't Wait event.



Contributing to a healthy planet

Every year, we engage employees in supporting the health of our planet both at work and at home through dedicated environmental sustainability programs. Examples of new and continuing programs in 2024 include:

- **WeSustain** brings together employees around the world who are interested in learning and taking action for the planet. In 2024, WeSustain teams undertook a range of projects to enhance environmental sustainability knowledge and embed more sustainable practices at work and in their communities.

WeSustain teams in action in 2024

- **Groningen, Netherlands:** Helped reduce water use at the site by identifying opportunities to change manufacturing process settings
  - **Raritan, New Jersey:** Launched an employee commuter shuttle service that was used by more than 200 employees
  - **Aachen, Germany:** Helped a local school create an environmentally friendly learning center with beehives, an herb garden and an amphitheater
  - **Philippines:** Led a "Bring Your Own Mug" initiative, reducing the use of paper cups at their site by approximately 36%
- 
- **Healthy Planet** is our virtual platform where employees are encouraged to learn, act and share ideas about sustainability in a gamified environment.
  - **Learning & development programs** continue to be a priority, including the Sustainability Channel on Learn, where employees can access e-learning such as “Sustainability & My Job.” In 2024, we introduced focused modules including “Clinical Trials” and “Design for Sustainability.” Additionally, sustainability was elevated as a focus area in our leadership development programs for multiple functions.

32 Healthy Planet and Sustainability Training data are cumulative since 2021.

Employee engagement for a healthy planet by the numbers<sup>32</sup>

69

WeSustain teams in 32 countries

121,000

number of actions taken via the HealthyPlanet platform

19,000+

cumulative number of employees completing sustainability training



Members of WeSustain during a tree planting event at their site.



# Employee health, safety & well-being

We are committed to fostering a culture where employees can prioritize their total well-being—physical, mental, emotional and financial—as part of their daily lives.

## Assuring workplace safety

We aim to support a workplace where everyone can thrive and return home safely at the end of the working day. We apply our global, Environmental Health & Safety management system and standards to ensure the safety of employees at our workplaces around the world.

Key global safety risk management actions in 2024 include:

- Implementing a global all-employee road safety campaign to create awareness of the leading causes of vehicle crashes and encourage greater attention to road safety. This campaign marked the 30<sup>th</sup> anniversary of SAFE FLEET, our Company-wide road safety program that provides training and resources to our more than 30,000 vehicle drivers. Since the inception of SAFE FLEET, road accidents and fleet related injuries at J&J have decreased.
- Expanding the integration of Human and Organizational Performance (HOP) principles into key manufacturing sites across the Company. HOP is a methodology to enhance our understanding of how individuals interact with their work environment, including processes and procedures to identify and address potential areas where human error could lead to safety risks. In 2024, 14 sites conducted baseline assessments that led to actionable plans for implementing HOP principles and improving workplace safety, bringing the total number of sites deploying HOP to 28.
- Completing deployment of ePermit to Work (ePtW), a digitized solution that enables easy permit requests, workflow approvals and digital risk assessments for high-risk activities such as work at height, confined space entry, electrical and other high-risk work. This ePtW process was applied at sites that included these types of work activities, ultimately supporting the safety and compliance of more than 77,000 employees and more than 13,000 contractors at these locations.

## Prioritizing health & well-being

We recognize that well-being is not a one-size-fits-all approach, which is why we provide comprehensive resources, benefits and programs designed to support employees in ways that matter most to them. In 2024, we furthered our focus on well-being in the following ways:

- **Expanding our holistic well-being initiatives:** Building on the success of our My Benefits & Well-Being employee portal, which integrates all our benefits and rewards in a single platform, we enhanced resources and communication to reach employees and people leaders more effectively.
- **Raising awareness about mental health:** In recognition of World Mental Health Day, we encouraged employees to participate in our Mental Well-Being Fundamentals training to introduce them to the mental health and well-being continuum, increase self-awareness and provide knowledge and tools necessary to access the right support at the right time. This effort was complemented with Inspire, our internal employee recognition platform (see section: [Recognizing employees](#)), which empowered employees to recognize their fellow colleagues who champion mental health awareness and foster a culture of care.
- **Expanding our global well-being reimbursement:** To encourage healthy lifestyles, in 2024, we added new and additional reimbursement options for employees to move more, eat healthy, recharge and prioritize their mental well-being. Employees can now be reimbursed for purchases of outdoor equipment and for mental well-being resources. These new options open possibilities for employees to recharge and prioritize their total well-being in a way that works best for them.

- **Improving total compensation understanding:** We also launched our “Uncomplicating Compensation” video information series to help employees navigate and understand the composition of their total compensation, including base pay, annual performance bonus, long-term incentives and recognition rewards. The series provides clear, straightforward explanations to help employees make informed financial decisions.

In 2024, we hosted the annual Global Activity Challenge with nearly 34,000 employees from 74 countries coming together in 7,000 teams to promote total well-being and foster healthy activity in a personalized way. Together, J&J teams took a combined 6.7 billion steps, increasing their movement by 55%.

### 2024 Healthy Workforce

# 88%

of employees believe senior leadership supports their health & well-being according to the 2024 Our Credo Survey.

# 16,800+

employees completed well-being courses.

# 92%

of employees believe J&J maintains clean, orderly and safe working conditions, according to the 2024 Our Credo Survey.

# Environmental health

To support a healthy environment and the resilience of our business, we focus our efforts in four strategic areas:

- decarbonizing our operations and value chain;
- improving the environmental performance of our product portfolio;
- partnering to advance sustainable healthcare; and
- empowering our employees to lead the way on sustainability.

## 26%

reduction of our absolute Scope 1 & 2 GHG emissions since 2021

## 88%

of J&J's global electricity is sourced from renewable sources

## 14

countries have hospitals with J&J's recycling program for single-use medical devices



A healthcare worker at a UK hospital that participates in J&J's recycling program for single-use medical devices.

# Decarbonizing our operations & value chain

To support the decarbonization and resilience of our operations and value chain, J&J has been setting and achieving public-facing climate-related goals for more than three decades.

We are making strong progress towards our near-term climate goals, which were updated in 2024 to reflect the footprint of our two-segment Company. These goals have been validated by the Science Based Targets initiative (SBTi).



“We are committed to environmental stewardship, delivering positive environmental impact across our operations, value chain and product portfolio, while also doing our part to support a more resilient and sustainable healthcare sector. The progress

we see today builds on decades of work to support the health of our planet—because healthy people and a healthy business depend on it.”

**Paulette Frank,**  
Chief Sustainability Officer, Johnson & Johnson

33 Includes all J&J-owned sites, all manufacturing and R&D sites, and leased administrative or warehouse sites of more than 50,000 sq ft, where J&J has operational control, unless otherwise noted.  
34 This data is the percentage of electricity used by J&J that is generated from renewable sources, including on-site and off-site renewable systems, such as direct PPAs, virtual PPAs, Utility Green Tariffs and Energy Attribute Certificates. Europe includes Belgium, France, Germany, Greece, Ireland, Italy, the Netherlands, Poland, Spain, Sweden, Switzerland and the UK. North America includes the U.S. and Canada only. U.S. does not include Puerto Rico.

## Our climate goals

### Renewable electricity

**Our goal:** By 2025, source 100% of our electricity needs from renewable sources.<sup>33</sup>

**Our results:** 88% of electricity is sourced from renewable energy sources.<sup>34</sup>

### Scope 1 & 2 GHG emissions

**Our goal:** Reduce absolute Scope 1 & 2 GHG emissions 44% by 2030, from a 2021 base year.<sup>33</sup>

**Our results:** 26% absolute reduction in Scope 1 & 2 GHG emissions versus 2021 base year.

### Value chain

**Our goal:** 80% of J&J suppliers by emissions covering Purchased Goods and Services and Upstream Transportation and Distribution will have science based targets by 2028.

**Our results:** In 2024, 24% of our Scope 3 Purchased Goods and Services and Upstream Transportation and Distribution emissions came from suppliers with science based targets. Due to changes in our supply base, we saw a slight decrease in our coverage of emissions from suppliers with science based targets versus 2023.

## Increasing our use of renewable electricity

We continue to drive the adoption of renewable energy across our global operations. As of the end of 2024, we maintain 43 on-site renewable energy systems in 16 countries, and we have executed 15 contracts for off-site renewable electricity procurement. Our use of renewable electricity is a significant factor in reducing our operational carbon emissions.

### Renewable electricity across our operations (as of the end of 2024)<sup>34</sup>



In 2024, a virtual power purchase agreement (PPA) came online in the U.S. in the form of a 55-megawatt solar field located in Texas. When added to existing on-site and off-site renewable electricity projects, this virtual PPA ensures that all our operations in the U.S. and Canada are sourcing the equivalent of 100% of their electricity from renewable sources.

- We also completed multiple on-site renewable energy systems, including:
- An installation consisting of more than 8,000 solar panels was added to a new carport at our J&J campus in Beerse, Belgium, producing 5-gigawatt hours of renewable electricity annually; and
  - A new 1.5-megawatt solar panel array was added to our J&J manufacturing site in Xi'an, China.



## Increasing energy efficiency & use of low-carbon technologies

We continued to invest in energy-efficient processes, equipment and decarbonization efforts at our sites.

### CO<sub>2</sub> Capital Relief Program

Since 2005, we have allocated up to \$40 million per year in capital relief through our CO<sub>2</sub> Capital Relief Program for energy projects at our sites that demonstrate potential CO<sub>2</sub> savings and a financial return.

**\$30 million**

amount spent on completed & ongoing projects (annual)

**17%**

average Internal Rate of Return (IRR) (annual)

**\$6 million**

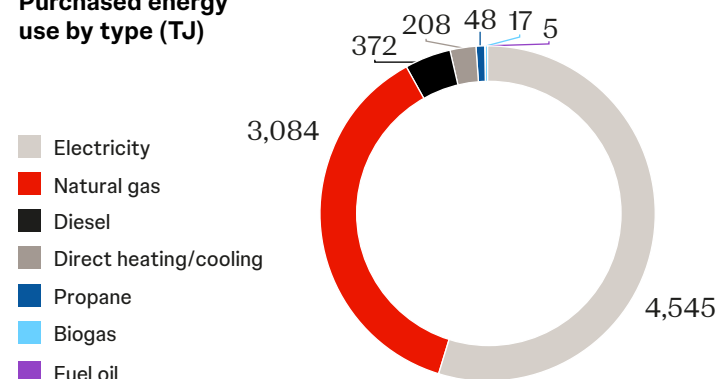
projected energy cost savings (annual)

Projects completed in 2024 include:

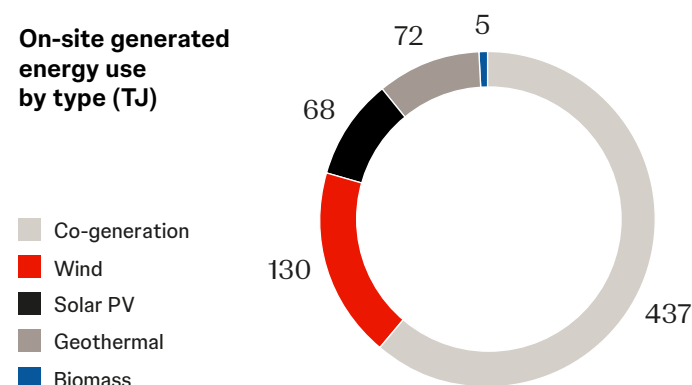
- A heat recovery system at our site in Suzhou, China, that provides hot water to reduce the use of steam needed for heating;
- A chilled water optimization project at our manufacturing site in Anasco, Puerto Rico, helps save more than 700 metric tons CO<sub>2</sub>e per year; and
- A waste heat recovery project at our medicine products site in Schaffhausen, Switzerland, recovers waste heat from various manufacturing processes and supplies the recovered energy to the heating ventilation and air conditioning system via a heat recovery heat pump, saving more than 34,000 kWh of energy per year.

### Total energy use (TJ)

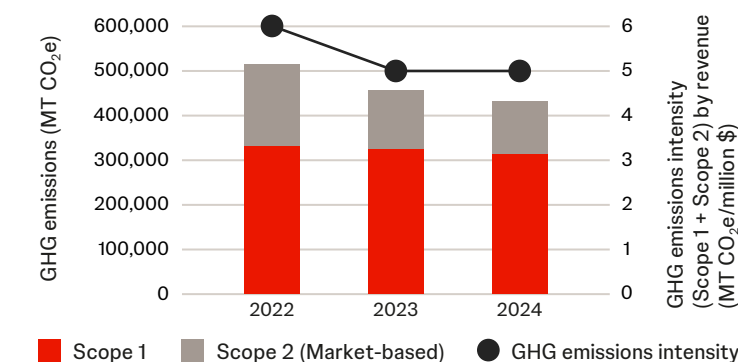
#### Purchased energy use by type (TJ)



#### On-site generated energy use by type (TJ)



### Scope 1 & 2 GHG emissions and intensity



### Select environmental certifications in 2024

**9**

J&J sites received Leadership in Energy & Environmental Design (LEED) certification bringing the total number of J&J sites that have been certified as LEED or equivalent<sup>35</sup> to 71, and the total area of building space that has been LEED-certified to 9 million square feet.

**3**

sites achieved ISO 14001 certification, bringing the total to 58 sites that meet the ISO 14001 Environmental Management System Standard. This represents 97% of J&J manufacturing and R&D sites.

**1**

site in Geel, Belgium, received certification to the Antibiotic Manufacturing Standard (AMS), a designation for the responsible production of antibiotics to minimize risk of antimicrobial resistance in the environment.

<sup>35</sup> Includes Building Research Establishment Environmental Assessment Methodology (BREEAM).

# Addressing upstream emissions

We have implemented several initiatives to help mitigate our Scope 3 emissions.

## Engaging suppliers in decarbonizing their operations

We recognize the importance of engaging our key suppliers in support of our Scope 3 goal. Our approach to supplier engagement includes:

- **Improving data quality:** We are collecting carbon emissions data for key aspects of our supply base, as well as using data science capabilities to visualize CDP Supply Chain data that shows the maturity level of our largest-emitting suppliers, including their goals, emissions footprint and reductions to support more targeted supplier engagement.
- **Building capacity to reduce emissions:** Through our Onward Program, we help educate suppliers on the business value and concrete actions they can take to set science-based carbon reduction goals and to decarbonize their operations. Through the Energize Program, we are collaborating with peer companies to provide trainings and resources to support renewable electricity adoption for pharmaceutical suppliers. Through the Pharmaceutical Supply Chain Initiative (PSCI), our suppliers have access to climate-related training, including a new toolkit that outlines steps they can take to manage and reduce their carbon emissions. As part of our ongoing work with Manufacture 2030, we continued to collaborate with industry peers to engage active pharmaceutical ingredient suppliers through the Activate program (see section: [Responsible supply base](#)).

## Addressing logistics emissions

We continued to identify opportunities to reduce emissions from our transportation and logistics operations by changing to lower emitting modes of travel and by switching to lower carbon fuels.



In 2024 a PPA came online in the U.S. in the form of a solar field located in Texas. Photo courtesy of Ørsted.

For example, we changed the shipping mode for multiple standard routes from air to ocean, including for select shipments from our Memphis Logistics Center (U.S.) to our European Distribution Center (Belgium), as well as shipments from our Limerick (Ireland) site to China, Korea, Japan and the U.S. We implemented hydrotreated vegetable oil fuel for local road shipping routes of medicine products in Belgium.

## Measuring emissions in clinical trials

J&J helped develop and launch an open access tool for estimating the GHG emissions of clinical trials. The tool, which is intended for clinical research organizations, can calculate the emissions of different activities associated with design, management and operations to identify opportunities to reduce the carbon footprint of clinical research. This cross-industry solution was built in collaboration with the Sustainable Healthcare Coalition, several peer companies and academic research institutions.

## Decarbonizing pharmaceutical manufacturing

Solvents, such as virgin raw material input to the synthesis of APIs, are a driver of GHG emissions generated through the manufacturing process.<sup>36</sup> To reduce the amount of virgin solvents, we work closely with a partner to recover and reuse solvents used in the production of one of our key product lines at our site in Geel, Belgium. This process allows us to reduce our annual virgin solvent use by more than 1,300 metric tons. We share our learning from this work with our external manufacturers.

## Our approach to climate risk assessment

In 2024, we completed a reevaluation of our risk from potential climate impacts by conducting an in-depth assessment of exposure to physical and transition risks for our operations across different time horizons and scenarios. Climate-related risks are integrated into our facilities and enterprise-wide risk management process to help future-proof our business, secure long-term financial sustainability and build site resilience.

36 McKinsey and Company, “Decarbonizing API manufacturing,” [www.mckinsey.com/industries/life-sciences/our-insights/decarbonizing-api-manufacturing-unpacking-the-cost-and-regulatory-requirements](http://www.mckinsey.com/industries/life-sciences/our-insights/decarbonizing-api-manufacturing-unpacking-the-cost-and-regulatory-requirements), accessed February 2025.

# Sustainable products & solutions

We are working to improve the environmental performance of our product portfolio. We focus our efforts where we can have a positive impact, including packaging, product end of life and green chemistry.

## Improving packaging sustainability

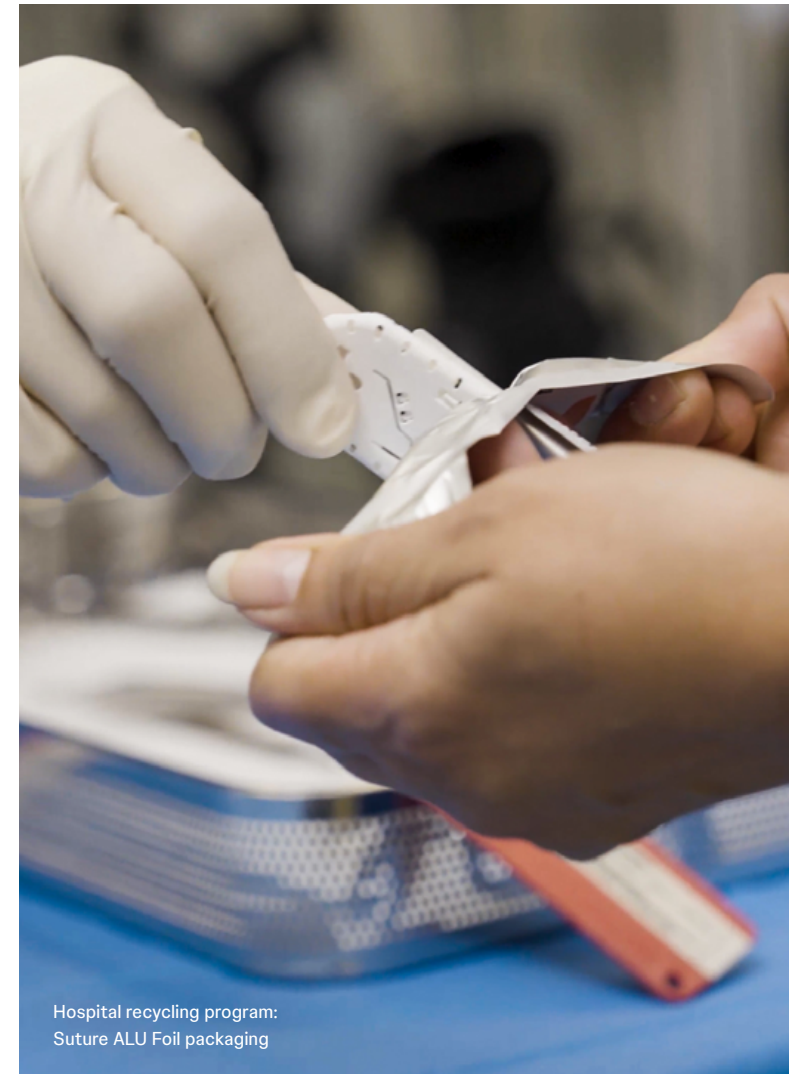
Across our diverse portfolio, we continued to improve our product packaging. For example, in 2024, we:

- Replaced blister packaging used in a home-administered oncology product with high-density polyethylene bottles in our Europe, Middle East & Africa (EMEA) region. This material can be recycled in EMEA through standard waste streams where local infrastructure allows;
- Launched sterile instruments for the TN-ADVANCED Tibial Nailing System in our orthopaedics business in outer carton boxes containing 54% post-consumer recycled paper-based content;
- Deployed third-party certified carton boxes with chain of custody sourced from responsibly managed forests for select products in our electrophysiology business; and
- Partnered with the Sustainable Healthcare Coalition and Optegra, a provider of eye healthcare in the UK, to evaluate the waste benefits of using a reusable intraocular lens (IoL) inserter during cataract surgery instead of a single-use product. The study showed that using the reusable titanium IoL UNFOLDER VITAN could result in reductions in packaging waste as well as shipping materials, shipping journeys and storage requirements, compared to the current single-use system.

## Product end-of-life & circularity

In 2024, we expanded certain product end-of-life recycling and circular solutions initiatives, including:

- **Recycling medical devices:** J&J's hospital recycling program for single-use medical devices expanded to a total of 14 countries in Europe and New Zealand. The program allows hospitals to recycle specific metal and plastic components from certain J&J single-use instruments. Additionally, we expanded the scope of the program to include the collection of Suture ALU Foil packaging in three countries.
- **Reprocessing medical devices:** J&J continued to offer reprocessed single-use medical devices in parts of our portfolio in the U.S. and Canada. We also reprocess products from other manufacturers in these markets. In 2024, we reprocessed approximately 300,000 devices.
- **Taking back pharmaceutical devices:** Our Safe Returns program expanded to Austria, Ireland, the UK and Belgium. The program, which allows patients to return used self-injectable devices in convenient paper envelopes, is now available in six countries in Europe, in addition to the U.S. Through our investment, we built and operationalized a machine in Switzerland to disassemble devices collected through Safe Returns in Europe as part of our efforts to support eventual recycling of some device components.



Hospital recycling program:  
Suture ALU Foil packaging

- **Addressing digital health waste:** We continued to coordinate the Digital Health in a Circular Economy (DiCE) initiative, which is a collaboration of more than 20 organizations. Accomplishments of the collaboration in 2024 included the creation of refurbishable digital display label prototypes, which could replace standard, single-use digital labels that are increasingly being used on clinical trial kits. Digital labels allow for information on the kits to be updated as needed, avoiding the kits being disposed of when information on the label is outdated.



# Implementing green chemistry

We continued to integrate principles of green chemistry and engineering into the development of our medicines. These practices help to develop chemical synthesis routes and processes that increase resource efficiency and promote the reduction of solvents and the use of non-hazardous solvents and reagents with lower carbon emissions. For example, we continued to focus on the development of biocatalytic conversion processes as enzymatic, water-based chemistry, which avoids the use of organic solvents in multiple steps in the synthesis route. Additionally, we became active participants in a new collaboration, PHARMECO, that aims to implement the European Commission's safe and sustainable design framework in pharmaceutical products.

# Standardizing product lifecycle assessment (LCA) in pharmaceuticals

We continued to play an active role in the Pharmaceutical LCA Consortium, a collaboration of global pharmaceutical companies that aims to facilitate a universal approach to assessing the environmental impact of pharmaceutical products. In 2024, the Consortium collaborated with NHS England and other global partners on the development of product category rules (PCR) for pharmaceutical products, which can improve the measurement and reporting of environmental information.

<sup>37</sup> Program led by Innovative Health Initiative, an EU public-private partnership funding health research and innovation in Europe.

<sup>38</sup> Funded by the European Union under the Horizon Europe Research and Innovation Programme.



## Partnering to advance healthcare sector sustainability

**We continued to participate in coalitions to accelerate our own progress and support a more sustainable healthcare sector.**

In 2024, we became founding partners of:

- Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME), a convening of health systems, suppliers, distributors and other industry players;
- PHARMECO,<sup>37</sup> a public-private partnership to accelerate sustainable practices across the pharmaceutical sector; and
- ENKORE,<sup>37</sup> a collaboration for sustainable design of single-use medical devices and packaging.

We also continued to participate in multiple cross-industry initiatives, including:

- Clean Energy Buyers Association
- National Academy of Medicine's Action Collaborative on Decarbonizing the U.S. Health Sector
- Sustainable Healthcare Coalition
- WWF Climate Business Network
- Pharmaceutical Life-Cycle Assessment Consortium
- Healthcare Plastics Recycling Coalition
- Digital Health in a Circular Economy (DiCE)<sup>38</sup>
- Renewable Thermal Collaborative
- Prioritisation and Risk Evaluation of Medicines in the Environment (PREMIER)<sup>37</sup>



Dr. Victor Dzau, President of the National Academy of Medicine, and Paulette Frank, J&J's Chief Sustainability Officer, at Climate Week NYC.

**J&J was the first Health Program Partner for Climate Week NYC. This was J&J's seventh year sponsoring the event.**

**Engaging our employees to lead the way:** All work is reinforced through the ongoing activities of our employees. Through bespoke programs and learning opportunities, we inspire employees to take action in the workplace, at home and in our communities (see section: [Employees for people & planet](#)).

# Managing risk & compliance

Our strategic priorities are underpinned by a robust environmental management system, standards and programs to support compliance and to manage potential risk in areas such as biodiversity, water stewardship and responsible chemical management.

In our own operations, the majority of J&J's manufacturing and R&D sites are certified as meeting the ISO 14001 Environmental Management System.

[Position on Environmental Stewardship](#) [Position on Environmental Health & Safety Management](#)

## Biodiversity

We are continuing to assess the footprints of our properties for potential risks to sensitive flora or fauna, which helps inform the development of action plans as needed. To address potential biodiversity impacts across our supply chain, we expect our suppliers to integrate biodiversity considerations and programs into their operations and supply base.

[Our Approach to Nature and Biodiversity](#)

## Water stewardship

We work to improve water use efficiency across our operations by reducing water demand, increasing water reuse and prioritizing water management actions using a risk-based approach that accounts for location-specific water risks at our sites worldwide. We play an important role in supporting initiatives to proactively assess and mitigate the potential impact of pharmaceuticals in the environment. We have a program for managing pharmaceuticals in the environment in our operations and extended value chain.

[Position on Pharmaceuticals in the Environment](#)

## Responsible chemical management

Our approach to responsible chemical management in our operations focuses on occupational health and safety and aims to minimize potential risk of chemicals to the environment and the communities in which we operate. We use scientific evidence as the basis to assess environmental and worker health and safety risks associated with chemicals in our operations.

[Position on Responsible Chemical Management](#)





# Accountability & governance

At J&J, we believe acting ethically and responsibly is not only the right thing to do, but also the right thing to do for our business. We have an unwavering commitment to ethical and compliant leadership behaviors, ensuring that we hold ourselves and how we do business to a high standard, allowing us to fulfill our obligations to the many stakeholders we serve.

## \$15 billion

in total tax contribution around the world

## 97%

of sales and marketing employees completed Health Care Compliance training

## >1,000

suppliers engaged to complete EcoVadis assessments





# Corporate governance

Effective governance is the foundation of our ESG strategy, and the Company’s oversight of ESG starts with our Board.

Significant potential ESG risks, including healthcare compliance, certain environmental matters, cybersecurity and human capital management, are reviewed and evaluated by the Board of Directors and its Committees as part of their overall risk oversight of our Company.

Beyond the Board, our governance structure, policies and processes are designed to serve the needs of our business, our shareholders and other stakeholders while promoting a culture of accountability. For more information, please see our [Position on Corporate Governance](#) and our [Corporate Governance overview](#), which includes our Board committee charters and U.S. Securities and Exchange Commission (SEC) filings.



“Rigorous corporate governance is a critical component of how we operate. It promotes continuous improvement and ensures sound management of our business, in turn serving as a key enabler in how we meet our responsibilities to all Our Credo stakeholders.”

Elizabeth Forminard, Executive Vice President, Chief Legal Officer, Johnson & Johnson

39 The tax information contained in this section is intended to provide the reader with an overview of all taxes contributed by Johnson & Johnson, and not just income taxes. It should be read in conjunction with the Company’s tax information filed with the U.S. Securities and Exchange Commission (SEC), including in the most recently filed Quarterly Reports on Form 10-Q and Annual Report on Form 10-K. This tax information is supplemental to, and not a substitute for, the information reported in the Company’s SEC filings.

## Tax responsibility

J&J is committed to paying our fair share of taxes.<sup>39</sup> Our tax footprint evolves over time and reflects our business activities and investments in each respective jurisdiction, including in R&D and manufacturing. What does not waver is our commitment to good corporate citizenship, which we demonstrate through sustainable values and behaviors relating to tax governance, compliance, planning, risk management, relationship with governmental authorities and transparency, all of which are more fully described in our [Tax Policy](#).

In 2024, J&J contributed approximately \$15 billion in taxes and fees to governments and economies around the world. This Total Tax Contribution includes two components:

- **Total Taxes Borne:** In 2024, J&J bore \$8.9 billion in taxes around the world. The taxes include corporate income taxes, the Company’s share of payroll and social insurance taxes and the Company’s share of sales and other taxes. Sales taxes include sales, use and nonrecoverable value-added tax. Other taxes are primarily comprised of customs and other duties such as local taxes and special fees related to the pharmaceutical industry.
- **Total Taxes Collected:** Additionally, in 2024 J&J collected \$6.1 billion related to the commerce the Company generates. These collections were in the form of payroll and social insurance taxes from approximately 138,000 employees across the world, sales and use taxes, and value-added taxes. These taxes are collected on behalf of governments from employees, customers and other business partners. Taxes Collected are an important part of the contribution made by J&J through job creation and business activities in the many countries in which we operate.

Our intent is to provide a comprehensive view of total taxes paid around the world. Corporate Income Tax represents payments in all markets

in which we operate and is the amount reported as “Total cash taxes paid net of refunds” in the [2024 Annual Report](#). Other taxes shown aggregate our data from 37 major markets that represent the vast majority of our revenues.



“In 2024, Johnson & Johnson continued to pay significantly more U.S. corporate income tax contrary to false narratives that the biopharmaceutical industry does not pay tax in the U.S. Of the \$6.7 billion of corporate income taxes paid by the Company in 2024, \$4.1 billion was paid in the U.S. versus \$2.6 billion to all other countries combined. We remain committed to our longstanding practice of making substantial investments and related contributions that benefit the U.S.”

Alyson Lawrence, Vice President, Global Taxation, Johnson & Johnson

2024 Tax Contribution (Billions)	Taxes Borne	Taxes Collected
Payroll & Social Insurance Taxes	\$1.5	\$4.8
Sales/Use & Other Taxes	\$0.7	\$1.3
Corporate Income Tax	\$6.7	—
Total	\$8.9	\$6.1
Total Tax Contribution	\$15.0	

## Information security & data privacy

We believe in maintaining proactive, robust information security and data privacy controls to protect our business, employees, patients, customers and all those who entrust their information to us.

Our Information Security & Risk Management organization, led by our Chief Information Security Officer, and Data Privacy organization, led by our Chief Privacy Officer, provide ongoing security and data privacy oversight on relevant policies, procedures and requirements for all J&J's businesses.

Key actions in 2024 include:

- Enhanced security protection and monitoring of privileged accounts<sup>40</sup> to help reduce unauthorized access and malicious harm to critical Company assets;
- Expanded deployment of Network Access Control capability to multiple company sites around the globe with the aim of preventing unauthorized devices connecting to the Company network, strengthening the security of the network and reducing the potential for security breaches; and
- Provided increased security at key J&J R&D labs, enhancing protection of critical systems used to develop new drugs and therapies.



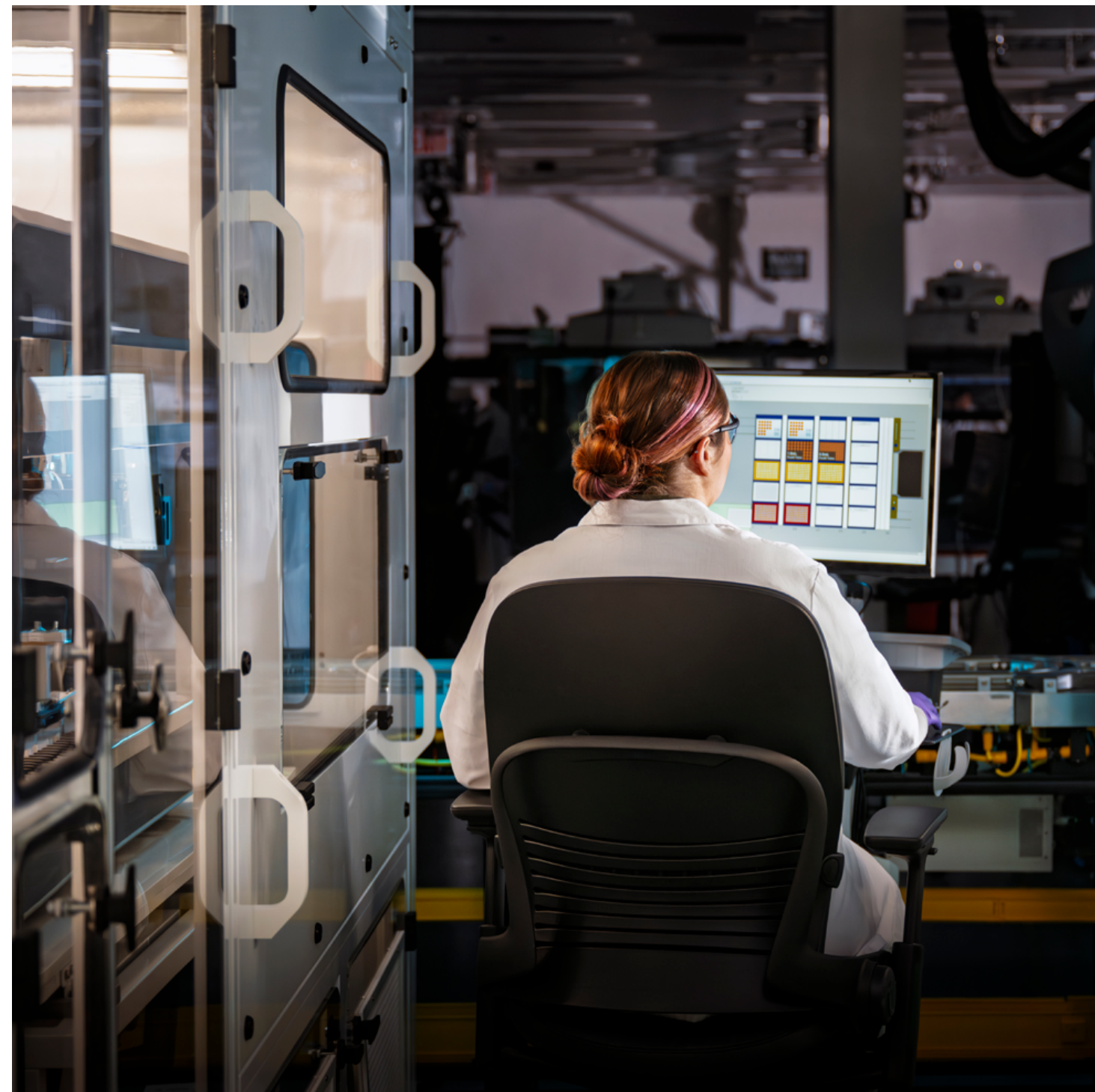
“Protection of healthcare data, our systems, and intellectual property through a strong cybersecurity foundation is paramount and an essential enabler for us to continue delivering trusted solutions that advance global health.”

**Gary Harbison**, Chief Information Security Officer, Johnson & Johnson

[Position on Information Security](#)

[Position on Data Privacy](#)

<sup>40</sup> Privileged accounts are those that provide users with more permissions and the ability to take certain advanced actions that are not available to general users.





# Ethics & compliance

The values that guide our decision-making are set out in Our Credo, which embodies our core tenets and directs us to consider all actions through the lens of impact to Our Credo stakeholders.

We strive to ensure all employees and contingent workers know their responsibilities to act in accordance with applicable laws, regulations and industry codes, as well as the Company's internal standards and expectations for ethical and compliant conduct. Building on Our Credo values, Our Code of Business Conduct (Code) and Health Care Compliance (HCC) policies list comprehensive ethical standards for decisions and actions in every market where we operate. Mandatory Code training is conducted every two years, and HCC training is conducted each year. All new employees are assigned and required to complete Code, HCC and other relevant required trainings.

See our [Code of Business Conduct](#) and [Position on Ethics and Compliance](#).

Evaluated by an external proprietary methodology to measure the effectiveness of our training program, our annual Enterprise HCC training demonstrated a statistically significant impact on learning transfer for the fourth year in a row.

In 2024, 97% of sales and marketing employees completed HCC training.



“Our focus on compliance plays a critical role in J&J's ability to continue to grow, maintain a competitive advantage and live into our commitment to patients around the world.”

**Dirk Brinckman,**  
Chief Compliance Officer, Johnson & Johnson

The J&J [Our Credo Integrity Line](#) is an independent, secure and confidential mechanism for anonymous reporting (where permitted by local law) of suspected concerns or potential violations of our policies or the law. This channel is available 24 hours a day, seven days a week, and in 24 languages—accessible to anyone, including employees, partners, customers, consumers, and other agents—to report any clarifications, questions or concerns regarding our practices. We are committed to maintaining an environment in which anyone can report without fear of retaliation, including anonymously, any conduct they consider or believe to be in violation of Company policies or values. The analysis of reported issues is undertaken impartially, independently and confidentially (see [Reporting hub](#): Inquiries and complaints representing potential misconduct through Our Credo Integrity Line by category).

Aspects of ethics & compliance we advanced in 2024 included:

## Embedding compliance controls with digital

To support our regulatory advertising and promotions compliance team, we launched the Promotional Regulatory Oversight AI Compliance Tool. This tool leverages GenAI to assist in promotional due diligence, enable precedence identification, analyze trends and help assess potential exposure to risk in the advertising and promotional area. It unlocks advanced analytical capabilities, allowing users to pose complex questions and gain insights that were previously unattainable. Additionally, we integrated new tools into existing processes, for example, guidance to address risks in the lifecycle of third-party intermediary relationships and a digital tool to improve the efficiency and effectiveness of root-cause analysis processes.

## Providing guidance for ethical interactions

We developed supplementary guidance for our employees relating to compliant interactions with government officials, integrity in medical

research and avoiding potential biases, and ensuring charitable contributions meet ethical and legal standards. All relevant employees were provided with detailed training in these topics.

## Supporting international trade

We created an integrated Global Trade Compliance Framework to assist our employees in navigating complex trade requirements. This resource brings together a range of existing compliance guidelines into a single framework to guide the lawful import and export of J&J products, services or technology across country borders. The new Framework supports compliance with trade agreements and promotes ethical business practices globally.

## Award-winning compliance training

In 2024, J&J was honored as best in class among industry leaders in compliance training and tools with three Gold and one Silver Brandon Hall awards, including our Alliance Game that earned the Gold award for Best Use of Games/Simulations for Learning.

## Engaging externally to promote business ethics

We engage widely in our industry to promote integrity, compliance, anti-corruption and responsible corporate conduct. J&J healthcare compliance experts regularly participate in industry events and panel discussions, including, in 2024, the APEC Business Ethics for SMEs Forum, the world's largest public-private partnership to strengthen ethical business practices in the medical device and biopharmaceutical sectors, and the OECD Global Anti-Corruption & Integrity Forum.

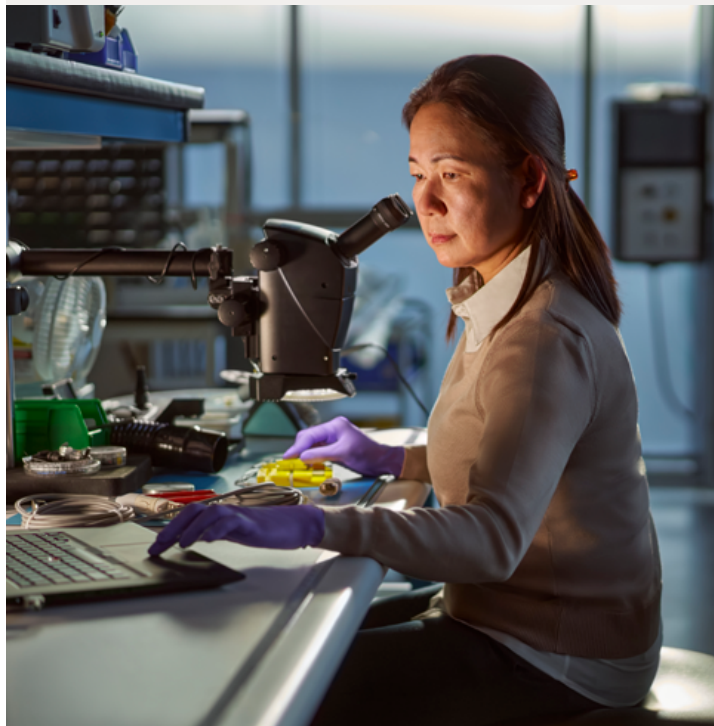
In March 2024, J&J senior leaders participated in a panel discussion on “Galvanizing the Private Sector as Partners in Combating Corruption” at the OECD Global Anti-Corruption & Integrity Forum.



## Responsible use of AI

At J&J, we aspire to use AI in an ethical way, with Our Credo and our Code of Business Conduct as our inspiration and roadmap. We provide guidance for our employees for use of publicly available Generative AI platforms to strengthen compliance on critical issues such as protecting company data. By understanding the ethical challenges of leveraging AI, we can shape our use of this technology to make a positive impact in a responsible manner. See our paper

[Doing the right thing: AI & ethics](#)



# Respecting human rights

Our [Position on Human Rights](#) sets out our commitment to respecting and promoting human rights across our operations, through our business relationships and in the communities in which we operate.

## Governance

Our Enterprise Human Rights Governance Council (EHRGC), comprising senior leaders representing key functions, leads our global human rights program management and met regularly throughout 2024 to set priorities and monitor progress. Two members of the J&J Executive Committee—the Executive Vice President, Chief Human Resources Officer; and the Executive Vice President, Chief Technical Operations & Risk Officer—serve as executive sponsors of our human rights program. The Regulatory Compliance & Sustainability Committee (RCSC) of the Board of Directors oversees management’s approach to human rights. In 2024, the RCSC again received an update on the continued evolution of the Company’s approach to human rights and external regulatory developments and stakeholder developments.

## Due diligence

Our due diligence processes and management systems across our business help identify and address potential and actual human rights impacts. In 2024, we continued our work to strengthen fair working conditions for our employees and workers in our supply base by more deeply integrating due diligence procedures, risk assessments and accountabilities into human resources and procurement management systems (see sections: [Our employees](#) and [Responsible supply base](#)).

## External engagement

We participate in external platforms to share insights and good practices across the healthcare sector and with other industries, including Shift’s Business Learning Program, BSR’s Human Rights Working Group and the Pharmaceutical Supply Chain Initiative (PSCI) Human Rights and Labor Working Group. In 2024, J&J co-led two PSCI working groups to advance the industry’s understanding and action on human rights due diligence and the legislative landscape.

## Raising concerns

We are committed to maintaining an environment in which anyone can report conduct they consider or believe to be in violation of Company policies or values without fear of retaliation, through the Our Credo Integrity Line (see section: [Ethics & compliance](#)).

# Safeguarding animal welfare

Research involving animals has led to major medical advances and will continue to be an important part of further discoveries until viable nonanimal alternatives are developed and accepted. Our Global Animal Welfare Officer is responsible for ensuring adherence to and monitoring of our animal welfare standards and has a direct, independent line of communication and oversight with Company management.

Guided by our [Animal Welfare Policy](#) and associated Global Animal Welfare Councils, J&J is committed to the 3Rs principles for the ethical treatment of animals involved in biomedical research—replacing, reducing and refining the study of animals whenever possible. Achievements related to the 3Rs are recognized in our annual awards program. In 2024, the winning innovation was for the development and validation of an animal-free assay for pyrogen detection within monoclonal antibodies for Good Manufacturing Practices use.

Also in 2024, we internally launched a new multiyear animal welfare strategic framework that will continue to drive progress and the ongoing reduction of animals involved in biomedical research.



# Product quality & safety

J&J products reach patients worldwide, and we have a responsibility, guided by Our Credo, to ensure that “everything we do must be of high quality.” Patient safety and product quality have been, and will always remain, our first priority.

## Quality management

Our commitment to quality, safety and reliability is the foundation of everything we do. Led by our Chief Quality Officer, our Quality & Compliance organization implements quality processes and procedures designed to ensure that our products meet our quality standards, which meet or exceed industry requirements. Our Chief Quality Officer provides regular updates to the Regulatory Compliance & Sustainability Committee of the Board of Directors.

Our Quality Policies and Quality Standards cover the lifecycle of our products from R&D to patient experience, providing a common foundation of quality expectations and helping ensure a reliable supply of high-quality products in the markets we serve. We continue to assess and enhance our internal policies and standards to keep pace with the changing regulatory demands for our diverse portfolio of products.

In 2024, we strengthened our risk identification and management approach through continued maturation of our Enterprise Risk Management processes. Further across our global footprint, we delivered more than 450 Health Authority/Notified Body Inspections worldwide with no significant findings.

We also enhanced our ways of working, embracing digital to simplify processes and improve efficiency while reinforcing our ability to address compliance in the future. We launched novel solutions that leverage AI and machine learning to improve our quality systems and drive simplification to achieve better-quality results and insights for our products and patients.

**In 2024, 100% of regulatory inspections at J&J sites by worldwide health authorities did not result in a regulatory classification.**



### 2024 Quality Month

Every October, during Quality Month, J&J shines an enterprise-wide spotlight on Our Credo commitment that “everything we do must be of high quality.”

This year's theme, Unlocking Value, highlighted the importance of partnering across the enterprise to leverage our combined strengths to drive efficiency and deliver outstanding results for our patients and customers.

## Medical safety

Our approach to medical safety combines safety science, epidemiology and bioethics expertise to inform evidence- and science-based product decisions that put patients first. The Office of the Chief Medical Officer is a global group of medical and scientific professionals working across J&J to guide excellence in product safety and development across our business.

### Informing regulatory decision-making

Real-world data (RWD) are health data gathered outside a controlled clinical trial environment from sources like electronic health records, health insurance claims and even wearables. Translating RWD into robust, reliable real-world evidence (RWE) has the potential to transform the practice of health care and improve health outcomes for people around the world.

In 2024, we:

- Advanced how RWE is used to assess the safety, effectiveness and efficiency of medical devices by leveraging insights from an RWE study, funded by the FDA's National Evaluation System for Health Technology Coordinating Center and conducted in partnership with Mercy Health and Mayo Clinic. Evidence from this test case informed 11 label expansions for 10 J&J medical devices, setting a new precedent for how RWE can support regulatory decisions;
- Used local RWD to broaden clinical trial results to patients in countries that may not have been included in or were underrepresented in the development program, which supported a transition from conditional to full approval in those countries and helped expand indications to pediatric populations;
- Advanced J&J's pharmacovigilance signal evaluation processes by reducing RWE generation timelines from months to days using a rapid-cycle analytics platform, enabling faster decision-making across J&J's portfolio; and
- Strengthened our capabilities and capacity to advance research supporting pregnant and lactating populations by optimizing the generation of evidence to inform decisions on medication use.

### Advancing access to data

In 2024, J&J celebrated 10 years of partnership with the Yale University Open Data Access (YODA) Project, that has enabled a consistent framework for independently assessing external research proposals that request access to J&J clinical trial data. By responsibly sharing clinical trial data, J&J aims to establish better healthcare data-sharing practices that generate new insights to inform decisions that will help the greatest number of people. By the end of 2024, the YODA Project received, reviewed and approved more than 430 complete research proposals across several disease areas, resulting in 150 publications in prominent medical journals.

### Supporting compassionate use

We collaborate with the New York University (NYU) School of Medicine to support decision-making for investigational medicine requests, also known as “compassionate use” or “pre-approval access.” The Compassionate Use Advisory Committee (CompAC), comprising ethicists, physicians and patient representatives independently selected by NYU, provides recommendations on pre-approval access plans and individual requests. CompAC affirms J&J’s commitment to a transparent, ethical and objective approach to reviewing requests for access to our investigational medicines. In 2024, more than 600 patients received access to our innovative medicines, and since 2015, nearly 10,000 patients in 92 countries received access to innovative medicines through J&J’s Pre-Approval Access Program.

Additionally, we released our updated Guide to Expanded Access, a tool to help close educational gaps for patients, providers and caregivers about this potential treatment option. The Guide now features user-friendly key questions and answers about this treatment pathway in 32 countries.



## Counterfeiting & illicit trade

Counterfeit healthcare products place people at risk of adverse events, serious health problems and potentially death. We aim to protect patients by safeguarding people and trust in our business against the risks posed by illicit trade, including product counterfeiting, tampering and illegal diversion.

Tackling illicit trade requires a holistic approach that includes partnerships and close collaboration across our business and with industry associations, academia and local, national and international governmental bodies. [Position on Counterfeit Healthcare Products](#)

### Helping governments disrupt illicit trade

As we continue to identify risks of counterfeiting, tampering with or illicitly diverting our products, we amass significant amounts of intelligence. At the same time, criminal enterprises are often known to law enforcement, and our information often assists with broader enforcement actions to dismantle large and sophisticated criminal organizations.

We maintain a collaboration agreement with the U.S. Chamber of Commerce with the goal of making criminal anti-illicit trade investigations more efficient. Through the National Intellectual Property Rights Coordination Center, which is part of the U.S. Department of Homeland Security, critical intelligence is shared about intellectual property (IP) theft, fraud, trade violations and cyber intrusions by coordinating with 25 federal and international government agencies and private companies in combating global IP theft. We are able to leverage this relationship to proactively share intelligence to create actionable leads toward the prosecution of counterfeiters in the U.S. Similarly, we have entered into agreements with law enforcement agencies in other countries to share intelligence to dismantle large criminal enterprises.

Throughout 2024, we provided 94 specialized training sessions for approximately 3,100 law enforcement and government officials around the world to help elevate expertise in identifying counterfeit products, with the goal to prevent counterfeits from entering borders.

We maintain memberships and leadership roles in several anti-illicit trade consortia and organizations, including the International AntiCounterfeiting Coalition and International Trademark Association and more.

We are engaged with 14 industry working groups, alliances, organizations and agencies, and hold leadership positions as well.



### Combating counterfeit products

Our Global Brand Protection team received intelligence that J&J products—as well as products of several other manufacturers—were being compromised in Colombia. A criminal network was both producing counterfeit medicines as well as recycling expired medicines by extracting and diluting their active content and repacking the products to appear genuine. J&J’s Global Brand Protection team worked with other manufacturers to provide support to the authorities to disrupt the illicit trade of oncology products, including the seizure of more than 45 metric tons of illicit products.



# Responsible supply base

A critically important link in our supply chain, our global supplier network plays a vital role, enabling us to manufacture and deliver essential products and services to our patients and customers. Guided by Our Credo values, we aim to maintain collaborative supplier relationships and work with a broad range of suppliers.

>29,000

suppliers globally

\$31.7 billion

total supplier spend<sup>41</sup>



“At Johnson & Johnson, we aspire to cultivate a supply base that truly reflects Our Credo values, fostering a transformative impact on patient outcomes. Our Responsibility Standards for Suppliers are essential in our journey to not only fulfill the expectations of

our patients and customers, but also to navigate the complexities of the global markets we engage with. Together, we can drive positive change and make a lasting difference in the health and well-being of individuals around the world.”

**Julian Hooks,**  
Chief Procurement Officer, Johnson & Johnson

<sup>41</sup> Represents spend we have control over/addressable spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals. For details, see our [ESG Performance Data and Indices](#).

## Supplier sustainability

Our [Responsibility Standards for Suppliers](#) and our Supplier Sustainability Program (SSP) underscore our interactions with suppliers, what we expect of them and how we support them. Through the SSP, we monitor, engage and collaborate with suppliers on environmental, social and ethical obligations. In 2024, J&J first-tier suppliers were again monitored using a tech-enabled risk-screening tool to evaluate risk across human rights and environmental metrics. Selected suppliers completed an assessment by EcoVadis, a provider of sustainability ratings for global supply chains.

1,001 J&J suppliers completed EcoVadis assessments in 2024.

497 J&J suppliers were invited to participate in the CDP Supply Chain Climate or Water programs.

## Suppliers setting science-based targets

In 2024, we continued to engage suppliers to support our goal to have 80% of J&J suppliers by emissions covering Purchased Goods and Services and Upstream Transportation and Distribution adopt science-based targets by 2028. We engaged approximately 460 suppliers through meetings with supplier sustainability leaders and teams, participation in industry working group activities and collaborative efforts with other companies (see section: [Environmental health](#)).



## Conducting due diligence through the supply chain

We continue to evaluate and improve our sustainability due diligence risk management relating to our supply base, with a focus on EH&S and anti-modern slavery efforts, which, in 2024, included:

- **EH&S:** We conduct EH&S audits with select suppliers based on an overall risk assessment using EcoVadis scores, types of goods and services provided, and geographical location. Audits are conducted using the audit protocol developed by the Pharmaceutical Supply Chain Initiative (PSCI), with J&J completing more than 130 supplier EH&S audits and technical visits in 2024. Beyond this, we work in partnership with suppliers to build knowledge and capabilities, including via direct discussions and connecting them with relevant training opportunities and networks.
- **Anti-modern slavery:** In 2024, we developed a tool to identify procurement categories at potentially higher risk of modern slavery and developed an action plan for prioritized due diligence. The tool considers risk factors such as vulnerable worker populations, working practices and geographic location. In addition, we continued our engagement with the PSCI, Impactt and other companies to develop a freely available map of labor migration corridors at higher risk of recruitment fees. This innovative due diligence resource aims to provide companies across all sectors with data on supply chain worker recruitment fees to enable informed decisions relating to migrant worker human rights (see section: [Respecting human rights](#)).

## Continuing to activate our Onward Sustainability Program

Our Onward Sustainability Program helps our suppliers build capability and take action to improve sustainability performance. In 2024, we continued to engage more than 1,000 suppliers in the program with updates, educational materials and tools to help them understand and meet our expectations. During the year, we hosted webinars and live online sessions for suppliers in the program on topics such as science-based targets and respecting human rights.



## Small business development

J&J has long recognized that having a supply base that reflects the wide-ranging needs of our customer base is important to the success of our business and our communities. Our aim is to ensure that all businesses have an opportunity to become valued partners and grow with J&J. Our supplier selection has always been based on merit, including the ability to meet our capacity needs. We help small businesses better understand our needs through mentoring programs and by connecting suppliers to external resources. In addition, we support and partner with more than 30 advocacy organizations to help advance suppliers and social enterprises around the globe.

In 2024, J&J hosted a New Jersey Supplier Summit, with more than 200 attendees across small businesses, nongovernmental organizations, healthcare system customers and corporate peers. The event aimed to educate local companies that are seeking to expand about healthcare

trends and how local healthcare systems, including J&J and other manufacturers in New Jersey, are meeting the challenges.

Globally, J&J expanded its small business program beyond the U.S. and Puerto Rico, to a total of 10 markets across different regions globally, recognizing the critical role of small businesses in driving economic and social impact. The process involved defining small- and medium-sized enterprise (SME) criteria in each market and collaboration with local teams to ensure seamless implementation.

We have identified and fostered engagement with 1,700 SME suppliers, expanding the network and providing access to innovative ideas and new solutions for J&J. This initiative has created a network of empowerment, collaboration and economic opportunities for small businesses around the world.



# Reporting hub

## Additional downloads

- ↓ [2024 ESG Summary](#)
- ↓ [2024 ESG Performance Data and Indices \(Excel\)](#)
- ↓ [ERM CVS Health for Humanity Environmental Data Assurance Report](#)
- ↓ [ERM CVS Health for Humanity Data Assurance Report](#)
- ↓ [PwC's Report of Independent Accountants and Management's Assertion](#)
- ↓ [2024 CDP Questionnaire](#)





# About this report

Data in this annual Report, published in June 2025, cover the period between January 1, 2024, and December 31, 2024, unless otherwise indicated. Disclosures in this Report should be reviewed in conjunction with our [ESG Policies & Positions](#). Reporting on other matters specific to the financial performance of the Company and its subsidiaries can be found in our [2024 Annual Report](#).

This Report covers Johnson & Johnson's worldwide operations. Contract manufacturers are not in scope for this Report, unless otherwise noted. References in this Report to "Johnson & Johnson," "J&J," "the Company," "we," "us" and "our" all refer to Johnson & Johnson and its consolidated subsidiaries, unless otherwise stated or indicated by context. All monetary references to dollars (\$) refer to U.S. Dollars (USD). The totals in this Report may not equal 100% due to rounding.

This Report also covers some activities of the Johnson & Johnson Foundation, a registered charity and a company limited by guarantee. The Foundation is a separate legal entity from Johnson & Johnson and is funded solely by Johnson & Johnson. The Foundation operates worldwide as Johnson & Johnson Foundation United States (founded 1953) and Johnson & Johnson Foundation Scotland (founded 2007). More details on Foundation activities can be found on the [Johnson & Johnson Foundation](#) website.

This Report has been prepared to align with widely used ESG standards and frameworks, including:

- Global Reporting Initiative (GRI) Standards (In Accordance);
- Sustainability Accounting Standards Board (SASB) Standards: HC-BP, HC-MS; and
- Norges Bank Investment Management and Basel Institute on Governance's "Measuring effectiveness of anti-corruption programmes" reporting framework.

See our [ESG Performance Data and Indices](#) for disclosures against these standards and frameworks.

<sup>42</sup> Materiality as used in this Report and our Priority Topics Assessment process are different than the definitions used in the context of filings with the U.S. Securities and Exchange Commission and other global reporting frameworks.

## Materiality approach<sup>42</sup>

The content in this Report is aligned with our Priority Topics Assessment, which helps us identify and prioritize the ESG topics that are most relevant to our business (see section [ESG strategy](#)).

## Independent review & assurance

Select ESG Performance Data undergo external audit and receive limited assurance from third-party providers. These providers include ERM Certification and Verification Services (ERM CVS: see ERM's [Health for Humanity Data Assurance Report](#) & [Health for Humanity Environmental Data Assurance Report](#)) and PricewaterhouseCoopers LLP (PwC: see [PwC's Report of Independent Accountants and Management's Assertion](#)). Our J&J internal Global Audit & Assurance organization also reviews select data for accuracy, completeness and validity. The financial data and general information about our business in this Report were previously audited for disclosure in our [2024 Annual Report](#).

## Acquisitions

The dates and details of recent acquisitions can be found in Note 18 (Acquisitions and Divestitures) in our [2024 Annual Report](#).

Shockwave Medical, acquired in 2024, is reflected only in the financial data included in this Report. No other Shockwave data are included in this 2024 Health for Humanity Report, unless otherwise stated. See our [2024 Annual Report](#) for more information on Shockwave Medical.

ESG data of acquired companies are integrated into reporting as available. Environmental data and safety data of recently acquired companies are included in the Report two years after acquisition, unless otherwise noted. ISO and OHSAS certification data are integrated three years after acquisition. This approach allows the new acquisitions to align their EH&S management and reporting systems to J&J standards.

## Divestitures

Except for injury statistics and violations or fines, EH&S data of divested companies are excluded in the reporting year in which they have separated. J&J's former Consumer Health business segment is now a separate publicly traded company called Kenvue. Kenvue data are not included in this Report and are omitted from the data in the ESG Performance Data and Indices section of this Report, starting with the year 2023. No prior-year data from 2022 were restated following the Kenvue separation, unless specifically noted.

## Restatements

Unless otherwise noted, a 5% change threshold is applied to evaluate the significance of changes in data and determine when data is restated. Reasons that may lead to a restatement of prior period data may include a significant change in newly published measures, new acquisitions or divestitures, data errors or improvements in data collection methodology over time. Data that were not disclosed in prior years are noted as "not reported" in relevant tables throughout the Report.

## Cautionary note regarding forward-looking statements

This Report contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995 regarding, among other things: future operating and financial performance, product development, market position and business strategy. The reader is cautioned not to rely on these forward-looking statements. These statements are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Johnson & Johnson. A list and descriptions of risks, uncertainties and other factors can be found in Johnson & Johnson's Annual Report on Form 10-K for the fiscal year ended December 29, 2024, including in the sections captioned "Cautionary Note Regarding Forward-Looking Statements" and "Item 1A. Risk Factors," and in Johnson & Johnson's subsequent Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission.

Copies of these filings are available online at [www.sec.gov](http://www.sec.gov), [www.jnj.com](http://www.jnj.com) or on request from Johnson & Johnson. Any forward-looking statement made in this Report speaks only as of the date of this Report. Johnson & Johnson does not undertake to update any forward-looking statement as a result of new information or future events or developments. Third-party trademarks used herein are trademarks of their respective owners.

## Contact us

We welcome your queries and feedback on this Report. Please contact the Johnson & Johnson Office of the Corporate Secretary at: [WW-Corporate-Governance@its.jnj.com](mailto:WW-Corporate-Governance@its.jnj.com).

# ESG performance data

## Financial results

Financial results (millions)	2024	2023	2022
Total sales	\$88,821	\$85,159	\$79,990
R&D expenditures	\$17,232	\$15,085	\$14,135
Net earnings	\$14,066	\$13,326	\$16,370
Sales by business segment			
Innovative Medicine	\$56,964	\$54,759	\$52,563
MedTech	\$31,857	\$30,400	\$27,427
Number of consecutive years of dividend increases <sup>1</sup>	63	62	61

<sup>1</sup> 2024 includes dividend declared in April 2025. 2023 includes dividend declared in April 2024. 2022 includes dividend declared in April 2023.

## Innovation & advancing health for all

VERMOX donations	2024	2023	2022
Number of VERMOX (mebendazole) doses donated (millions)	196.67 <sup>o</sup>	200.00	200.72
Number of countries where VERMOX (mebendazole) doses were donated	62 <sup>o</sup>	61	61
Cumulative doses donated since the start of the initiative through the WHO and private donations (billions)	2.6 <sup>o</sup>	2.4	2.2

Access to tuberculosis treatment	2024	2023	2022
Annual number of patients receiving access to SIRTURO (bedaquiline molecule)	131,634 <sup>o</sup>	210,536	133,636

Access to medicine	2024	2023	2022
Number of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme	6	6	6
Number of products on the WHO List of Prequalified Vaccines as part of its Prequalification of Vaccine Programme	2	2	2
List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme	Darunavir (ethanolate), Tablet, Film-coated 75mg Darunavir (ethanolate), Tablet, Film-coated 150mg Darunavir (ethanolate), Tablet, Film-coated 600mg Etravirine, Tablet, Film-coated 100mg Etravirine, Tablet 25mg Mebendazole, Tablets, Chewable 500mg	Darunavir (ethanolate), Tablet, Film-coated 75mg Darunavir (ethanolate), Tablet, Film-coated 150mg Darunavir (ethanolate), Tablet, Film-coated 600mg Etravirine, Tablet, Film-coated 100mg Etravirine, Tablet 25mg Mebendazole, Tablets, Chewable 500mg	Darunavir (ethanolate), Tablet, Film-coated 75mg Darunavir (ethanolate), Tablet, Film-coated 150mg Darunavir (ethanolate), Tablet, Film-coated 600mg Etravirine, Tablet, Film-coated 100mg Etravirine, Tablet 25mg Mebendazole, Tablets, Chewable 500mg
List of products on the WHO List of Prequalified Vaccines as part of its Prequalification of Vaccine Programme	Mvabea (MVA-BN-Filo [recombinant]); Zabdeno (Ad26.ZEBOV-GP [recombinant]) Ebola vaccine	Mvabea (MVA-BN-Filo [recombinant]); Zabdeno (Ad26.ZEBOV-GP [recombinant]) Ebola vaccine	Mvabea (MVA-BN-Filo [recombinant]); Zabdeno (Ad26.ZEBOV-GP [recombinant]) Ebola vaccine

Our giving (millions)	2024	2023	2022
Total products and cash	\$5,044 <sup>‡</sup>	\$4,337	\$4,292
Products	\$4,588 <sup>‡</sup>	\$3,862	\$3,925
Cash	\$456 <sup>‡</sup>	\$475	\$367

Disaster relief (millions) <sup>1</sup>	2024	2023	2022
Total allocated in support for immediate, mid- and long-term response, as well as readiness, to natural disasters around the world	\$2.9	\$5.3	\$10.3
\$ worth of Johnson & Johnson product provided to communities impacted by natural disasters around the world	\$1.5	\$4.0	\$23.2

Global community impact <sup>2</sup>	2024	2023	2022
Number of patients reached <sup>3</sup> by Impact Ventures portfolio companies & funds since date of inception	89,178,464 <sup>o</sup>	Not reported	Not reported
Number of health workers supported by Impact Ventures portfolio companies & funds since date of inception	763,192 <sup>o</sup>	Not reported	Not reported

◊ Metric has been assured by ERM CVS. See [Health for Humanity Data Assurance Report](#).  
‡ See [PwC's Report of Independent Accountants and Management's Assertion](#).  
1 Product donations include only what has been confirmed in Johnson & Johnson's internal tracking system to have been donated within the calendar year. This number does not always reflect donations by regional Johnson & Johnson operating companies to local partners.  
2 Impact Ventures revised its reporting methodology in 2024 to include the total impact achieved by a portfolio company or fund investment since inception.  
3 "Patients reached" is defined as individual patients, customers, or users of the healthcare products and services provided by the companies and funds in Impact Ventures investment portfolio.

Our employees

Global employees <sup>1,2</sup>	2024	2023	2022
Total number of employees	137,925 <sup>‡</sup>	134,357	153,677
Employees by region			
Asia Pacific	24,445 <sup>‡</sup>	24,378	31,322
Europe, Middle East & Africa	39,023 <sup>‡</sup>	38,379	44,473
Latin America	27,687 <sup>‡</sup>	23,539	26,053
North America	46,770 <sup>‡</sup>	48,061	51,829

New employee hires	2024	2023	2022
Total number of new hires	18,569 <sup>‡</sup>	18,193	24,940
New employee hires by region			
Asia Pacific	17.2% <sup>‡</sup>	18.9%	25.2%
Europe, Middle East & Africa	15.7% <sup>‡</sup>	19.1%	19.4%
Latin America	38.9% <sup>‡</sup>	26.9%	22.3%
North America	28.2% <sup>‡</sup>	35.2%	33.2%

Employee retention & turnover	2024	2023	2022
Overall voluntary turnover	6.3% <sup>‡</sup>	7.4%	8.8%
Voluntary turnover of high performers	2.9% <sup>‡</sup>	3.5%	4.2%

Global employee activity	2024	2023	2022
Number of Global Activity Challenge participants	33,972	28,487	33,159
Number of Global Activity Challenge countries	74	69	73
Percentage increase in physical activity for Johnson & Johnson employees	55%	77%	82%

Healthiest workforce	2024	2023	2022
Percentage of employees who agreed with the statement:			
Senior leadership supports the health & well-being of employees in 2024	88%	88%	Not reported
J&J maintains working conditions that are clean, orderly and safe	92%	91%	Not reported
Percentage of employees have completed well-being course(s) this year	12%	11%	Not reported

Training & development	2024	2023	2022
Number of leaders trained in our Enterprise Leader Development Program	1,807	1,989	1,832
Number of U.S. and Puerto Rico employees who participated in the tuition reimbursement program	998	1,086	1,185

Spend on employee learning & development (millions)	2024	2023	2022
Johnson & Johnson Corporate Learn technology and resourcing	\$39	\$35	\$28
Leadership training and executive coaching	\$40	\$35	\$58
Compliance and other professional skills	\$38	\$41	\$41
Operations, administration and e-learning	\$3	\$6	\$7
Tuition and external certifications	\$2	\$3	\$6
Total <sup>2</sup>	\$121	\$119	\$140



Average employee training hours <sup>3</sup>	2024	2023	2022
Overall average hours of enterprise-wide training per employee	36.9	27.3	27.0
Average hours of enterprise-wide training per employee by job category			
Vice Presidents	27.3	18.9	20.5
Directors and Managers	38.0	28.4	29.3
Professionals	36.7	27.4	27.3

2024 Our Credo Survey results	2024
Number of languages Our Credo Survey is made available in	36 <sup>‡</sup>
Number of countries Our Credo Survey is administered in	73 <sup>‡</sup>
Response rate (among all eligible employees)	94% <sup>‡</sup>
Increase in participation compared to 2023 (among all eligible employees)	0%
Favorability rate	84% <sup>‡</sup>
Change in favorability compared to 2023 on like-to-like questions	0%
Percentage who agreed with the statement:	
Ensures our first responsibility is to the patients, doctors and nurses, mothers and fathers, and all others who use our products and services	92% <sup>‡</sup>
Provides an inclusive work environment where each employee is considered as an individual	85% <sup>‡</sup>

Employee safety	2024	2023	2022
Employee safety, <sup>4</sup> global			
Lost workday case rate (LWDC) <sup>5</sup>	0.09 <sup>‡</sup>	0.07	0.06
Total recordable injury rate (TRIR)	0.30 <sup>‡</sup>	0.28	0.23
Serious injuries and fatalities (SIF)	0 <sup>‡</sup>	1	0
Number of fatalities	0 <sup>‡</sup>	0	0
Employee safety <sup>4</sup> by region			
Lost workday case rate (LWDC) <sup>5</sup>			
Asia Pacific	0.04 <sup>‡</sup>	0.09	0.08
Europe, Middle East & Africa	0.08 <sup>‡</sup>	0.07	0.05
Latin America	0.06 <sup>‡</sup>	0.04	0.01
North America	0.11 <sup>‡</sup>	0.07	0.06

Total recordable injury rate (TRIR)			
Asia Pacific	0.16 <sup>‡</sup>	0.21	0.15
Europe, Middle East & Africa	0.24 <sup>‡</sup>	0.27	0.20
Latin America	0.10 <sup>‡</sup>	0.07	0.21
North America	0.39 <sup>‡</sup>	0.33	0.29
Serious injuries and fatalities (SIF)			
Asia Pacific	0 <sup>‡</sup>	0	0
Europe, Middle East & Africa	0 <sup>‡</sup>	0	0
Latin America	0 <sup>‡</sup>	0	0
North America	0 <sup>‡</sup>	1	0

Road safety <sup>6</sup>	2024	2023	2022
Crashes per million miles (CPMM) rate	4.92	5.11	5.61
Injuries per million miles (IPMM) rate	0.07	0.05	0.05

‡ See PwC’s Report of Independent Accountants and Management’s Assertion.

1 “Employee” is defined as an individual working full-time or part-time, excluding fixed-term employees, interns and co-ops. Employee data may not include full population from more recently acquired companies, and individuals on long-term disability are excluded. Contingent workers, contractors and subcontractors are also excluded. Shockwave Medical headcount is excluded from Global Employee data, as well as other human capital-related disclosures.

2 2022 and 2023 spend totals have been restated to include amounts for the new J&J Corporate Learn Technology & Resourcing spend category.

3 Average hours of enterprise-wide training data represents available data from three of J&J’s primary learning management systems. We are working to include training data from additional sources available in future. Where training durations were not included, we applied estimates based on training type.

4 LWDC rate, TRIR, SIF rate and fatalities are calculated for Johnson & Johnson employees and contingent workers. Contingent workers (i.e., workers supplied by third-party agencies that are the worker’s employer of record) are intended to supplement or temporarily replace existing workforce and are directly supervised by a J&J employee.

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

6 CPMM and IPMM rates are based on collected road safety data. Rate calculation methodology uses both actual and estimated data on miles driven. We collect road safety data on employees who drive Company-owned or -leased and personally owned vehicles driven on Company business. Employees in the latter category are those who: 1) drive for Company business as a “regular part” of their job duties, and 2) receive an allowance to purchase their own vehicle and/or are reimbursed for vehicle expenses such as fuel, maintenance, insurance and other miscellaneous charges associated with vehicle upkeep. Road safety data are integrated in the first year after acquisition, where available, and two years after acquisition at the latest.

Environmental health

Energy use <sup>1</sup>	2024	2023	2022
Total energy use (TJ)	8,992	8,920	8,973
From renewable sources	4,309	4,162	3,509
From non-renewable sources	4,683	4,758	5,464
Energy intensity (TJ/billion \$) <sup>2</sup>	101	105	112
Percentage change in energy intensity compared to 2021 baseline (TJ/billion \$)	(13)%	(10)%	(3)%
Percent renewable electricity by region <sup>3</sup>			
North America	100% <sup>o</sup>	100%	84%
Europe	100% <sup>o</sup>	100%	100%
Global	88% <sup>o</sup>	87%	75%
Purchased energy use by type (TJ) <sup>1</sup>			
Electricity	4,545	4,508	4,399
Natural gas	3,084	3,210	3,328
Diesel	372	353	358
Direct heating/cooling	208	208	211
Propane	48	52	54
Biogas	17	19	3
Fuel oil	5	21	12
Total purchased energy	8,279	8,372	8,365
On-site generated energy use by type (TJ) <sup>1</sup>			
Co-generation	437	328	392
Wind	130	139	132
Solar PV	68	61	66
Geothermal	72	15	15
Fuel cell	0	0	0
Biomass	5	5	3
Total on-site generated energy <sup>4</sup>	713	548	608
On-site clean/renewable energy capacity by type			
Solar PV	35%	28%	29%
Co-generation	19%	23%	23%
Wind	22%	22%	22%

Geothermal	24%	24%	24%
Biomass	0%	2%	2%
Fuel cell	0%	0%	0%
On-site clean/renewable energy technology capacity (MW)	71	70	71

Greenhouse gas (GHG) emissions <sup>5</sup>	2024	2023	2022
Scope 1 GHG emissions, total (MT CO <sub>2</sub> e) <sup>5</sup>	314,690 <sup>o</sup>	326,137	332,686
Scope 1 GHG emissions by source (MT CO <sub>2</sub> e) <sup>5</sup>			
Facilities <sup>1</sup>	184,604	197,115	199,018
Fleet	113,949	112,359	112,027
Refrigerants <sup>1</sup>	6,883	6,198	14,112
Aviation	9,255	10,465	7,529
Scope 2 GHG emissions, facilities (MT CO <sub>2</sub> e) <sup>1, 5</sup>			
Location-based	460,864 <sup>o</sup>	462,769	452,567
Market-based	116,236 <sup>o</sup>	130,734	182,007
Scope 1 & Scope 2 GHG emissions, total (MT CO <sub>2</sub> e) <sup>5</sup>	430,926	456,871	514,693
GHG emissions intensity (Scope 1 & Scope 2) by revenue (MT CO <sub>2</sub> e/million \$)	5	5	6
Percentage decrease in GHG emissions intensity (Scope 1 & Scope 2) by revenue (MT CO <sub>2</sub> e/million \$) compared to 2021 baseline	34%	27%	13%
Total offsets applied to reporting year	0	0	478
Scope 3 GHG emissions by source (MT CO <sub>2</sub> e) <sup>13</sup>			
Purchased goods and services <sup>6</sup>	4,779,516 <sup>o</sup>	4,922,171	4,898,185
Capital goods <sup>6</sup>	201,353 <sup>o</sup>	168,604	169,738
Fuel- and energy-related activities <sup>7</sup>	154,174 <sup>o</sup>	187,356	175,707
Upstream transportation and distribution <sup>6</sup>	606,390 <sup>o</sup>	700,249	823,269
Waste generated in operations <sup>8</sup>	5,059 <sup>o</sup>	5,267	5,683
Business travel <sup>6, 9</sup>	479,454 <sup>o</sup>	416,011	277,445
Employee commuting <sup>10</sup>	173,891 <sup>o</sup>	164,482	160,093
Upstream leased assets <sup>11</sup>	22,450 <sup>o</sup>	21,837	24,372
Use of sold products (direct) <sup>12</sup>	116,567 <sup>o</sup>	111,399	108,258
End-of-life treatment of sold products <sup>12</sup>	58,279 <sup>o</sup>	58,784	57,342

CO <sub>2</sub> Capital Relief Program <sup>14</sup>	2024	2023	2022
Amount spent on completed & ongoing projects (annual) (millions)	\$30	\$16	\$15
Average Internal Rate of Return (IRR) (annual)	17%	21%	18%
Projected energy cost savings (annual) (millions)	\$6	\$7	\$7

Air emissions by source (MT) <sup>15</sup>	2024	2023	2022
Hazardous air pollutants (HAP) <sup>16</sup>	32.9°	43.5	45.4
Volatile organic compounds (VOC) <sup>16</sup>	271.0°	302.7	339.1
Particulate matter (PM) <sup>17</sup>	36.1°	27.3	65.1
Refrigerants	3.6°	3.6	10.0
Ozone-depleting substances	0.0°	0.1	3.3
Sulfur oxides (SOx) <sup>1</sup>	39°	39	57
Mono-nitrogen oxides (NOx) <sup>1</sup>	28°	28	41

Water use (million m <sup>3</sup> ) <sup>15</sup>	2024	2023	2022
Total water withdrawn	7.43°	7.30	11.11
Total water consumed	1.60°	1.53	3.93
Total water recycled and reused	0.35°	0.38	0.83
Total water discharge	5.83°	5.77	7.18
Percentage of water withdrawn in regions of high or extremely high baseline water stress <sup>18</sup>	42%	44%	40%
Percentage of water consumed in regions of high or extremely high baseline water stress <sup>18</sup>	43%	57%	49%
Water withdrawn by source			
Municipal	5.50	5.77	8.13
Groundwater	1.55	1.22	2.70
Gray water	0.03	0.01	—
Other	0.08	0.08	0.08
Rainwater	0.28	0.23	0.18
Surface water	0.00	0.00	0.01
Water discharge by destination			
Municipal sewers	3.97	4.01	4.83
Surface water	1.21	1.23	1.80

Irrigation	0.29	0.24	0.28
Other	0.06	0.05	0.04
Ocean	0.30	0.25	0.22

Operational waste (MT) <sup>15</sup>	2024	2023	2022
Total waste generated <sup>19</sup>	142,516°	121,068	198,270
Hazardous waste	64,618°	57,259	61,147
Non-hazardous waste	77,898°	63,809	137,123
Percentage of waste diverted from disposal	88%	83%	85%
Percentage of waste directed to disposal	12%	17%	15%
Waste diverted from disposal			
Hazardous waste			
Recycled	26,613	20,390	27,038
Energy recovery	12,144	11,198	13,611
Reused	16,928	15,850	14,956
Non-hazardous waste			
Recycled	46,198	31,892	81,775
Energy recovery	13,537	11,203	19,587
Reused	9,651	9,977	12,389
Total waste diverted from disposal	125,070°	100,510	169,355
Waste directed to disposal			
Hazardous waste			
Landfilled	967	839	1,137
Incinerated	2,980	2,553	3,478
Bio/chemical treatment	4,974	6,415	896
Other	11	14	32
Non-hazardous waste			
Landfilled	5,329	5,958	7,856
Incinerated	624	646	2,221
Bio/chemical treatment	2,553	4,101	11,864
Other	7	32	1,431
Total waste directed to disposal	17,446°	20,558	28,915



EH&S compliance & certifications	2024	2023	2022
Number of manufacturing and R&D sites certified to ISO 14001 <sup>20</sup>	58 <sup>‡</sup>	57	87
Percentage of manufacturing and R&D sites certified to ISO 14001 <sup>20, 21</sup>	97% <sup>‡</sup>	89%	91%
Number of manufacturing and R&D sites certified to ISO 45001 <sup>20</sup>	16 <sup>‡</sup>	14	20
Percentage of manufacturing and R&D sites certified to ISO 45001 <sup>20, 21</sup>	25% <sup>‡</sup>	21%	20%
Number of environmental non-compliances <sup>22, 23</sup>	63 <sup>‡</sup>	87	167
Fines paid for environmental non-compliances (thousands) <sup>23</sup>	\$33.2 <sup>‡</sup>	\$7.9	\$11.7

LEED buildings <sup>24</sup>	2024	2023	2022
Number of Johnson & Johnson buildings that have been LEED-certified (total) <sup>25</sup>	71	62	68
Percentage of Johnson & Johnson built space that has been LEED-certified (total) <sup>25</sup>	21.4%	19.2%	17.0%

Product end-of-life (millions)	2024	2023	2022
Number of medical devices collected in U.S.	0.73	0.71	0.78
Number of medical devices reprocessed in U.S.	0.30	0.29	0.32

◊ Metric has been assured by ERM CVS. See [Health for Humanity Environmental Data Assurance Report](#).

‡ See [PwC's Report of Independent Accountants and Management's Assertion](#).

1 Includes site-specific data from all Johnson & Johnson owned sites, all manufacturing and R&D sites and leased administrative or warehouse sites over 50,000 sq ft, where Johnson & Johnson has operational control, unless otherwise noted.

2 Energy intensity ratio includes all purchased and on-site generated energy.

3 This data is the percentage of electricity used by Johnson & Johnson that is generated from renewable sources, including on-site and off-site renewable systems, like direct PPAs, virtual PPAs, Utility Green Tariffs and Energy Attribute Certificates. Europe includes Belgium, France, Germany, Greece, Ireland, Italy, Netherlands, Poland, Spain, Sweden, Switzerland and the UK. Reporting for the U.S. does not include Puerto Rico.

4 Values have been rounded to the nearest whole number. Due to rounding, the numbers presented do not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

5 In accordance with guidance from the World Resources Institute (WRI) Corporate Accounting and Reporting Standard, 2022 and 2023 values are restated to reflect newly released electricity grid emission factors as well as the addition or removal of acquisitions and divestitures. This threshold for restatement deviates from the one included in the About This Report section. Gases covered in these calculations include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Perfluorinated chemicals, sulfur hexafluoride and nitrogen trifluoride do not result from our operations. Biogenic CO<sub>2</sub> emissions in 2024 were 1,316 MT CO<sub>2</sub>. Electricity emission factors are obtained from the International Energy Agency's CO<sub>2</sub> Emissions from Fuel Combustion Report; the U.S. Environmental Protection Agency's (EPA's) eGRID publication for location-based Scope 2 reporting, and from utility companies and residual emission factor sources, where available, for market-based Scope 2 reporting. Fuel emission factors are obtained from the EPA Climate Leadership publication. Global Warming Potentials are obtained from the Intergovernmental Panel on Climate Change Sixth Assessment Report. The chosen consolidation approach for emissions is operational control.

6 Emissions were calculated using Company spend or budgeted spend in the reporting year paired with appropriate economic input/output (IO) emission factors from the Comprehensive Environmental Data Archive (CEDA) 2024 dataset. Emissions for these categories do not include Abiomed data. Year-over-year increase in Capital Goods emissions is due to both increased spend in this category as well as increase in CEDA 2024 emission factors for certain relevant subcategories compared to the CEDA Global 4.01 dataset. Year-over-year decrease in Upstream Transportation & Distribution Emissions is due to decrease in CEDA 2024 emission factors relevant to this category compared to the CEDA Global 4.01 dataset.

7 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 International Energy Agency (IEA 2024) WTT factors for electricity and the Department for Environment, Food and Rural Affairs (DEFRA 2024) WTT emission factors for fuels. Year-over-year decrease is due to change in emission factor source specifically for WTT Electric Power emissions from the latest available UK DEFRA Emission Factors for this source (2021) to IEA 2024 Emission Factors, as UK DEFRA no longer publishes international WTT Electric Power emission factors. The calculation now also includes fuel consumption from J&J's owned and leased vehicles. Previously, only fuel consumption from facilities within J&J's reporting boundary and aviation fleet were included.

8 Emissions from Waste Generated in Operations were calculated for both non-hazardous and hazardous waste from manufacturing and R&D operations using Department for Environment, Food & Rural Affairs' (DEFRA 2021 & 2024) emissions factors for waste.

9 Emissions from Business Travel are reported on a Well-to-Wheel (WTW) basis. Business travel emissions from personal vehicle travel reflect CO<sub>2</sub> only. Emissions from hotel stays are not included, in alignment with GHG Protocol required emissions for this category (optional emission sources have been excluded). 2022 and 2023 data have been restated to reflect corrections to the calculation methodology.

10 Emissions from Employee Commuting were calculated using distance data based on employee home and work location zip codes. Weighted emission factors were calculated per region based on modes of commuting from a 2024 survey of a sample of Johnson & Johnson employees in all regions. Emissions are reported on a WTW basis. Incremental emissions from employee remote work are not included, in alignment with GHG Protocol required emissions for this category (optional emission sources have been excluded).

11 Emissions from Upstream Leased Assets were calculated by estimating the fuel and electricity use of leased sites that are not included in J&J's Scope 1 & 2 boundary, based on their region, building type, and square footage.

12 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 lifecycle assessment (LCA) models where sales volumes could be obtained. 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. Indirect use phase emissions are not included, in alignment with GHG Protocol required emissions for this category (optional emission sources have been excluded). Emissions for these categories do not include Abiomed data.

13 Emissions from the Processing of Sold Products, Downstream Leased Assets, Franchises, and Investments are not relevant to Johnson & Johnson operations. Emissions from Downstream Transportation and Distribution are not reported due to a level of uncertainty identified with the calculation methodology. J&J continues to evaluate possible data sources.

14 The estimated cost savings of the completed and ongoing projects are based on engineering estimates related to avoidance of energy consumption at the time the projects are approved through an internal process.

15 Data related to Air emissions, Water use and Waste includes site-specific data from all Johnson & Johnson manufacturing and R&D sites unless otherwise noted.

16 HAP and VOC emissions decreased primarily because of operational efficiencies and installation of additional emission control device.

17 PM emissions increased primarily because of a one-time event involving the use of emergency generators to provide power while site utilities were being upgraded.

18 The percentages are calculated by dividing the amount of water withdrawn and consumed at sites located in regions with high or extremely high baseline water stress (as defined by World Resources Institute Aqueduct) by the total amount of water withdrawn and consumed. Percentages of water withdrawn and consumed in regions with high or extremely high baseline water stress decreased due to a combination of water efficiency projects, changes in production volumes and improved metering of water discharges.

19 Total waste generation increased mainly because of production increases and construction projects, but the percentage of total waste diverted from disposal increased.

20 Certified to ISO 14001 or ISO 45001 means the site has received an external certification that is valid as of December 31, 2024.

21 The denominator of total manufacturing and R&D sites excludes small R&D and manufacturing sites (defined as having less than 50 employees) and newly acquired sites (i.e., owned less than three years as of December 31, 2024) and sites that received a formal variance from leadership based on specific circumstances.

22 Environmental non-compliances represent instances of non-compliance with environmental regulatory requirements or laws that were either (i) self-reported to authorities in the reporting year or (ii) identified by authorities and the non-compliance occurred in the reporting year. The authorities include regional, national, state/country/province and local/city regulatory agencies.

23 Environmental non-compliances and fines paid include those paid in the reporting year and excludes newly acquired sites (i.e., owned less than two years as of December 31, 2024) or fines assessed and/or under negotiation that were not paid as of December 31, 2024.

24 2023 and 2024 data exclude previously certified LEED buildings that were included in the Consumer Health separation.

25 Totals include 4 BREEAM (Building Research Establishment Environmental Assessment Methodology) certified sites. LEED certifications include multiple certification types: Building Design and Construction, Interior Design and Construction, and Building Operations and Maintenance.

Accountability & governance

Board of Directors' composition <sup>1</sup>	2024	2023	2022
Number of Directors	11	13	12
Number of Independent Directors	10	12	11
Percentage of Independent Directors	91%	92%	92%
Independent Lead Director	Yes	Yes	Yes
Independent Audit Committee	Yes	Yes	Yes
Independent Compensation & Benefits Committee	Yes	Yes	Yes
Independent Nominating & Corporate Governance Committee	Yes	Yes	Yes
Independent Regulatory & Sustainability Compliance Committee	Yes	Yes	Yes
Independent Science & Technology Committee	Yes	Yes	Yes
Number of regular and special meetings held by the Board of Directors	14	15	15

Tax contribution (billions) <sup>2</sup>	2024	2023	2022
Payroll & social insurance taxes borne	\$1.5 <sup>‡</sup>	\$1.5	\$1.6
Payroll & social insurance taxes collected	\$4.8 <sup>‡</sup>	\$4.6	\$4.9
Sales/use & other taxes borne	\$0.7 <sup>‡</sup>	\$0.8	\$0.9
Sales/use & other taxes collected	\$1.3 <sup>‡</sup>	\$1.2	\$1.1
Corporate income tax	\$6.7 <sup>‡</sup>	\$8.3	\$5.2
Total taxes borne	\$8.9 <sup>‡</sup>	\$10.6	\$7.7
Total taxes collected	\$6.1 <sup>‡</sup>	\$5.8	\$6.1
Total tax contribution	\$15.0 <sup>‡</sup>	\$16.4	\$13.8

Cybersecurity & data privacy	2024	2023	2022
Percentage of employees who completed Information Security Training	91%	93%	95%

Code of Business Conduct (CBC) compliance	2024	2023	2022
Percentage of senior leaders certified the compliance of their organizations with the CBC <sup>3</sup>	100%	100%	100%
Number of warning letters or untitled letters issued by OPDP or APLB in the U.S. <sup>4</sup>	0	0	0

Health Care Compliance (HCC) training	2024	2023	2022
Number of relevant Johnson & Johnson employees who completed HCC training that includes anti-corruption section	94,000	83,000	105,000
Percentage of sales and marketing employees who completed HCC training	97%	96%	97%

Inquiries & complaints as recorded with Our Credo Integrity Line by category <sup>5</sup>	2024	2023	2022
Human Resources-related	72% <sup>‡</sup>	74%	71%
Business integrity-related	12% <sup>‡</sup>	12%	11%
Financial-related	7% <sup>‡</sup>	5%	4%
Other (privacy, information security, general security, EH&S, etc.)	4% <sup>‡</sup>	4%	6%
General information questions	2% <sup>‡</sup>	2%	3%
Product quality- and patient safety-related	2% <sup>‡</sup>	2%	3%
Human rights-related	1% <sup>‡</sup>	1%	1%

Compliance-related allegations investigated through Triage Committee <sup>6</sup>	2024	2023	2022
Number of compliance-related allegations investigated	949 <sup>‡</sup>	1,016	749

Collective bargaining agreements <sup>7</sup>	2024	2023	2022
Percentage of employees covered by collective bargaining agreements	31% <sup>‡</sup>	30%	30%

Animal welfare	2024	2023	2022
Number of facilities with animals with veterinary oversight	5	7	6
Number of facilities with animals accredited by AAALAC International <sup>8</sup>	5	6	6
Percentage of facilities with animals that are accredited by AAALAC International <sup>8</sup>	100%	100%	100%
Percentage of research performed in rodents, fish or frogs when there are no non-animal alternatives available	97%	96%	96%

Product quality indicators	2024	2023	2022
Number of regulatory inspections of Johnson & Johnson sites by worldwide health authorities <sup>9</sup>	451*	395	411
Percentage of regulatory inspections that did not result in a regulatory classification <sup>10</sup>	100%*	100%	100%
Number of FDA inspections of Johnson & Johnson sites <sup>9,11</sup>	24*	15	8
Number of Form 483's issued	8*	5	3
Number of FDA warning letters issued	0*	1	0
Number of independent audits of Johnson & Johnson sites to ensure compliance with Johnson & Johnson Quality Policy & Standards	132*	132	126
Number of independent audits of external manufacturing sites to ensure compliance with Johnson & Johnson Quality Policy & Standards	185*	221	211
FDA Recall Removals <sup>12</sup>			
FDA Class I Recall Removals			
Innovative Medicine	0*	0	0
MedTech	3*	1	0
FDA Class II Recall Removals			
Innovative Medicine	0*	0	0
MedTech	13*	10	11
Anti-counterfeiting <sup>13</sup>	2024	2023	2022
Number of anti-counterfeiting best practices trainings delivered to law enforcement agents (Customs, Border Protection, etc.)	94	88	104

Supply base overview	2024	2023	2022
Number of Johnson & Johnson suppliers	29,272	38,544	46,064
Total Johnson & Johnson supplier spend (billions) <sup>14</sup>	\$31.7	\$31.2	\$40.1
Supplier spend contracted by region <sup>14</sup>			
Asia Pacific	6%	6%	10%
Europe, Middle East & Africa	35%	34%	32%
Latin America	2%	2%	3%
North America	58%	58%	56%
Supplier spend contracted by business segment <sup>14</sup>			
Innovative Medicine	48%	47%	34%
MedTech	38%	38%	30%
Enterprise	14%	15%	13%
Supplier engagement	2024	2023	2022
Number of suppliers invited to participate in CDP Supply Chain Climate program	409	446	392
Percentage participated	77%	74%	85%
Number of suppliers invited to participate in CDP Supply Chain Water program	88	38	150
Percentage participated	91%	68%	74%
Supplier EcoVadis assessments			
EcoVadis assessments completed	1,001	989	1,210
Supplier risk ranking based on EcoVadis assessments			
Low risk	879	824	924
Medium risk	113	150	269
High risk	9	15	17



Small supplier spend (millions) <sup>15,16</sup>	2024	2023	2022
Total small business spend in the U.S.	\$2,743	\$2,553	\$2,927
Percentage of total supplier spend attributable to small suppliers	15.3%	14.4%	13.4%

Global small supplier spend (millions) <sup>15</sup>	2024	2023	2022
Social enterprise spend outside the U.S.	\$5.80	\$9.19	Not reported

Supplier audits	2024	2023	2022
Supplier Environment, Health and Safety (EH&S)			
EH&S audits and technical visits completed <sup>17</sup>	136	152	160
EH&S audits and technical visits by region			
Asia Pacific	115	125	121
Europe, Middle East & Africa	6	13	8
Latin America	5	6	17
North America	10	8	14
Number of suppliers identified as high risk for non-conformance to Johnson & Johnson Responsibility Standards for Suppliers	5	4	15
Number of critical EH&S findings identified as a result of EH&S audits <sup>18</sup>	3	1	9
Safety-related findings	1	1	5
Environmental-related findings	2	0	4

◊ Metric has been assured by ERM CVS. See [Health for Humanity Data Assurance Report](#).

‡ See [PwC's Report of Independent Accountants and Management's Assertion](#).

1 Figures as of March 2025.

2 The tax information contained in this section is intended to provide the reader with an overview of all taxes contributed by Johnson & Johnson, and not just income taxes. It should be read in conjunction with the Company's tax information filed with the U.S. Securities and Exchange Commission (SEC), including in the most recently filed Quarterly Reports on Form 10-Q and Annual Report on Form 10-K. This tax information is supplemental to, and not a substitute for, the information reported in the Company's SEC filings.

3 Certifiers include senior leaders at VP2 level and above and executives of recently acquired companies.

4 OPDP: Office of Prescription Drug Promotion, APLB: Advertising and Promotional Labeling Branch of the FDA Center for Biologics Evaluation and Research.

5 Johnson & Johnson Triage Committee and case investigators have the ability to change the issue type of the cases upon receipt in Our Credo Integrity Line. This occurred for no more than 14% in 2024.

6 Shockwave Medical data is included.

7 Fixed-term employees subject to a local CBA are included in this count. For the full definition of 'employee', please see the footnote associated with the Global employees metric on page 48.

8 In 2016, the Association for Assessment and Accreditation of Laboratory Animal Care International changed its name to AAALAC International.

9 Includes GCP, GLP, GMP and PV inspections.

10 Regulatory Classification: An action or communication alleging violations of a law or regulation including notices of deficiencies in pending submissions, notice of inquiry of concerns/deficiencies regarding marketed product, receipt of official correspondence indicating potential imminent regulatory action (such as Warning letter, Untitled letter, Letter of Admonition, Non-Issuance or withdrawal of GxP or QMS certificate), notice of product seizure, prohibition or restriction of import or export.

11 Included in total regulatory inspections.

12 FDA Recall Removal: Recall where impacted product in the market is removed/returned; Recall Removal quantities are based on the calendar year that the recall was reported in the FDA Enforcement Report.

13 All Johnson & Johnson employees complete Code of Business Conduct training and are instructed how to proceed if they become aware of a product complaint or adverse event. Brand protection awareness is included in mandatory trainings to raise understanding and awareness of illicit trade issues among all employees. Supplemental brand protection training is also available to stakeholders and is reflected in the number above.

14 Represents spend we have control over/addressable spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals. Values have been rounded. Due to rounding, the numbers presented do not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

15 All indicators represent spend Johnson & Johnson has control over addressable spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals.

16 Small Business Spend is defined as spend with a U.S.-based small business enterprise that provides goods and/or services to a company. Supplier determines business size based upon the U.S. Small Business Administration (SBA) size standards.

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

18 A critical finding is defined as evidence of very high risk to human life or potential catastrophic impact to facility, community or environment. We expect suppliers and potential suppliers to address critical findings immediately.

## Contact us:

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**Johnson & Johnson**

### OUR CREDO

WE BELIEVE OUR FIRST RESPONSIBILITY IS TO THE PATIENTS,  
DOCTORS AND NURSES, TO MOTHERS AND FATHERS AND ALL  
OTHERS WHO USE OUR PRODUCTS AND SERVICES. IN MEETING  
THEIR NEEDS EVERYTHING WE DO MUST BE OF HIGH QUALITY.  
WE MUST CONSTANTLY STRIVE TO PROVIDE VALUE, REDUCE OUR  
COSTS AND MAINTAIN REASONABLE PRICES. CUSTOMERS' ORDERS  
MUST BE SERVICED PROMPTLY AND ACCURATELY. OUR BUSINESS  
PARTNERS MUST HAVE AN OPPORTUNITY TO MAKE A FAIR PROFIT.  
WE ARE RESPONSIBLE TO OUR EMPLOYEES WHO WORK WITH US  
THROUGHOUT THE WORLD. WE MUST PROVIDE AN INCLUSIVE WORK  
ENVIRONMENT WHERE EACH PERSON MUST BE CONSIDERED AS AN  
INDIVIDUAL WITH TALENT, ABILITY AND DIGNITY AND

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