



Report of Independent Accountants

To the Board of Directors of Johnson & Johnson

We have reviewed the accompanying management assertion of Johnson & Johnson that the sustainability metrics, as of or for the year ended December 31, 2024 in management's assertion, are presented in accordance with the assessment criteria set forth in management's assertion. Johnson & Johnson's management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the sustainability metrics. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

The firm applies the Statements on Quality Control Standards established by the AICPA.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, performed tests of mathematical accuracy of computations on a sample basis, read relevant policies to understand terms related to relevant information about the sustainability metrics, reviewed supporting documentation in regard to the completeness and accuracy of the data in the sustainability metrics on a sample basis, and performed analytical procedures.

Based on our review, we are not aware of any material modifications that should be made to Johnson & Johnson's management assertion in order for it to be fairly stated.

PricewaterhouseCoopers LLP

Florham Park, New Jersey
June 10, 2025

Johnson & Johnson Management Assertion
As of or for the Year Ended December 31, 2024

Management of Johnson & Johnson is responsible for the completeness, accuracy, and validity of the sustainability metrics included in the tables below as of or for the year ended December 31, 2024 (the reporting year) for global operations, unless otherwise noted. The metrics have been rounded to the nearest whole number unless otherwise indicated.

Management asserts that the metrics reported in the tables below, which are also included in the Health for Humanity Report as identified by the “‡” symbol, are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the sustainability metrics. The preparation of the sustainability metrics requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

Our Giving^{(a)(c)}

Metric Description	Metric Value (in millions)
Total products ^(b) and cash	\$5,044
Products ^(b)	\$4,588
Cash	\$456

(a) Giving metric include products or cash donations made to qualified nonprofit entities (i.e., 501(c)(3) organizations in the U.S. or with an NGO source 501(c)(3) equivalency determination for organizations outside the U.S.) by Johnson & Johnson during the reporting year. Products also include free product provided directly to patients. Administrative costs incurred by Johnson & Johnson during the contribution process are also included in cash contributions (approximately 3% of the cash contributed).

(b) Products are measured at fair market value, which is the price of the product, as determined by an internal price list in USD as of December 31, 2024, that Johnson & Johnson would sell to consumers in the market.

(c) Our Giving includes the total amount of multi-year pledge expenses that were committed in 2024.

Our Employees

Metric Description	Metric Value
Global Employees ^{(a)(b)(e)}	
Total number of employees	137,925
Region ^(b)	Asia Pacific 24,445 Europe, Middle East & Africa 39,023 Latin America 27,687 North America 46,770
New Employee Hires ^(c)	
Total number of new hires	18,569
Region ^(b)	Asia Pacific 17.2% Europe, Middle East & Africa 15.7% Latin America 38.9% North America 28.2%

(a) Global Employees is the global employee headcount as of December 31, 2024 from Johnson & Johnson's Human Resource Information System (HRIS). "Employee" is defined as an individual working full-time or part-time, excluding fixed-term employees, interns and co-ops. Fixed-term employees (employees with a contract for a limited period that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed) are excluded from other employee disclosures. Fixed-term contracts make up less than 5% of total employees plus individuals on fixed-term contracts. 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.

- (b) The region data is obtained from HRIS as of December 31, 2024.
- (c) New employee hires are external hires with a start date between January 1, 2024 and December 31, 2024 obtained from HRIS.

Employee Retention and Turnover

Metric Description	Metric Value
Overall voluntary turnover ^(a)	6.3%
Voluntary turnover ^(a) of high performers ^(b)	2.9%

- (a) Employee count excludes fixed-term, intern, and co-ops, employees on long-term disability, and employees from more recently acquired companies who are not yet reflected in HRIS (which does not exceed 2 years from the date of acquisition). Voluntary terminations due to retirement and death are excluded.
- (b) High performer is defined as an individual with two consecutive annual performance ratings of Exceptional/Exceptional, Exceptional/Strong, or Strong/Exceptional (note that "exceptional" is one out of four possible dimension ratings.) Employees not part of the performance management process are excluded from the voluntary turnover of high performers metric.

Employee Safety^{(a)(b)}

Metric Description	Metric Value
Lost Workday Case (LWDC) rate ^{(c)(d)}	Global 0.09 Asia Pacific 0.04 Europe, Middle East & Africa 0.08 Latin America 0.06 North America 0.11
Total Recordable Injury rate (TRIR) ^(e)	Global 0.30 Asia Pacific 0.16 Europe, Middle East & Africa 0.24 Latin America 0.10 North America 0.39
Serious Injuries and Fatalities (SIF) ^(f)	Global 0 Asia Pacific 0 Europe, Middle East & Africa 0 Latin America 0 North America 0
Number of fatalities	Global 0

- (a) Includes data as of December 31, 2024 and hours worked in the reporting year. More recently acquired sites (i.e., owned less than two years as of December 31, 2024) are excluded from employee safety metrics.
- (b) LWDC rate, TRIR, SIF, 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 Johnson & Johnson employee. Cases from contractor/subcontractors (who are not contingent workers) are excluded. Reported illness/injury rates exclude COVID illness cases.
- (c) "Lost days" are calendar days where an employee is unable to work due to illness or injury, beginning the day after an incident has taken place through the last day of leave (excluding holidays and vacations).
- (d) LWDC rate is calculated as follows and the data used in the calculation is obtained from the internal Johnson & Johnson CURVE system: (number of LWDC * 200,000 work hours)/total work hours.
- (e) TRIR is calculated as follows and the data used in the calculation is obtained from the internal Johnson & Johnson CURVE system: (number of recordable cases * 200,000 work hours)/total work hours.
- (f) Serious Injury or Fatality (SIF) is defined as a Life-Threatening (work-related injury or illness that required immediate life-preserving rescue action, and if not applied immediately would likely have resulted in the death of that person), Life-Altering (work-related injury or illness that resulted in a permanent and significant loss of a major body part or organ function that permanently changes or disables that person's normal life activity), or fatal event.

Compliance-Related Allegations Investigated Through Triage Committee^(a)

Metric Description	Metric Value
Number of compliance-related allegations investigated	949

- (a) Compliance-related allegations can be filed by internal or external parties. Allegations meeting the internal escalation criteria are categorized, presented to, logged and recorded by the Johnson & Johnson Triage Committee within Johnson & Johnson's sensitive issue case management system. These matters are assigned by the Johnson & Johnson Triage Committee to the appropriate parties for investigation. Internal escalation criteria includes actual or alleged (i) non-compliance with internal Johnson & Johnson policies that could result in termination of the employee; (ii) expense violations exceeding \$1,000; (iii) theft, fraud or misuse of funds exceeding \$1,000; (iv) non-compliance with laws and regulations, such as anti-corruption laws or human trafficking rules; (v) government non-compliance, such as failure to abide by relevant terms of a U.S. government invoice, contract or pricing program, financial conflicts of interest, false or incomplete statements made to the U.S. government; (vi) data breach or privacy incidents; and (vii) misconduct by members of the senior leadership team.

EH&S Compliance and Certifications

Metric Description	Metric Value
Number of environmental non-compliances ^{(a)(b)}	63
Fines paid for environmental non-compliances ^{(a)(b)(c)} (thousands)	\$33.2
Number of manufacturing and R&D sites certified to ISO 14001 ^{(d)(e)}	58
Number of manufacturing and R&D sites certified to ISO 45001 ^{(d)(e)}	16
Percentage of manufacturing and R&D sites certified to ISO 14001 ^{(d)(e)}	97%
Percentage of manufacturing and R&D sites certified to ISO 45001 ^{(d)(e)}	25%

- (a) 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.
- (b) 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).
- (c) Fines paid for environmental non-compliances include those paid in the reporting year. It does not include fines assessed and/or under negotiation that were not paid as of December 31, 2024.
- (d) Certified to ISO 14001 or ISO 45001 means the site has received an external certification that is valid as of December 31, 2024.
- (e) The denominator of total manufacturing and research & development (R&D) sites includes all sites that are certified under the related ISO standard. From the uncertified sites, the denominator of total manufacturing and R&D sites excludes small R&D and manufacturing sites (defined as having less than 50 employees), 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.

Product Quality Indicators

Metric Description	Metric Value
Number of regulatory inspections ^(a) of Johnson & Johnson sites by worldwide health authorities ^(b)	451
Percentage of regulatory inspections ^(a) that did not result in a regulatory classification ^(b)	100%
Number of FDA inspections of Johnson & Johnson sites ^(c)	24
Number of Form 483's issued ^(c)	8
Number of independent audits of Johnson & Johnson sites to ensure compliance with Johnson & Johnson Quality Policy and Standards ^(d)	132
Number of independent audits of external manufacturing sites ^(e) to ensure compliance with Johnson & Johnson Quality Policy and Standards ^(d)	185
Number of FDA warning letters issued	0
FDA Class I recall removals ^(f) , by business segment	Innovative Medicine 0 MedTech 3
FDA Class II recall removals ^(f) , by business segment	Innovative Medicine 0 MedTech 13

- (a) A regulatory inspection is defined as an inspection conducted by the health authority to determine compliance with applicable laws and regulations. Includes GCP, GLP, GMP and PV inspections. Included in total regulatory inspections.
- (b) Health authorities are organizations with authority over the development, manufacture, distribution, placing on the market, and post market surveillance of products. For example, the US Food and Drug Administration (FDA), Korean Ministry of Food and Drug Safety (MFDS), British Standards Institution (BSI), and Health Canada. Regulatory Classification: An action or communication alleging violations of a law or regulations in response to inspectional findings, including receipt of official correspondence indicating potential imminent regulatory action (such as Warning letter, Letter of Admonition, Non-Issuance or withdrawal of GxP or QMS certificate) or notice of product seizure.
- (c) An FDA inspection is defined as a regulatory inspection performed by the FDA. The FDA Form 483 is issued during inspections with findings conducted by the FDA and then provided to the manufacturer following the FDA inspection.
- (d) Independent audits are conducted by internal Johnson & Johnson Regulatory Compliance auditors at Johnson & Johnson sites and external manufacturing sites.
- (e) An external manufacturing site is defined as not owned or operated by Johnson & Johnson.
- (f) 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.

2024 Our Credo Survey Results

Metric Description	Metric Value
Number of languages Our Credo Survey is made available in ^(a)	36
Number of countries Our Credo Survey is administered in ^(a)	73
Response rate (among all eligible employees) ^{(a)(b)}	94%
Favorability rate ^{(a)(b)(c)}	84%
Percentage 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. ^{(a)(b)(c)}	92%
Percentage agreed with the statement: Provides an inclusive work environment where each employee is considered an individual. ^{(a)(b)(c)}	85%

- (a) Johnson & Johnson conducts the Our Credo Survey annually to track employee sentiment globally. Our Credo Survey data is collected and stored in a secure third-party platform.
- (b) Eligible employees include Johnson & Johnson employees as of December 31, 2024 who completed the 2024 Our Credo Survey, excluding contractors, interns, and co-ops, employees on leave, and employees that have been with Johnson & Johnson for less than three months before the survey began.
- (c) The favorability rate is calculated by determining the percentage of “agree” or “strongly agree” responses out of all responses to Our Credo Survey questions. Response options include: strongly disagree, disagree, neither agree or disagree, agree, strongly agree. Employees may also answer “do not know” but these responses are excluded from the favorability calculation.

Tax Contribution (Billions)

Metric Description	Taxes Borne Metric Value ^(a)	Taxes Collected Metric Value ^{(a)(f)}
Corporate income tax	\$6.7	-
Payroll & social insurance taxes ^{(b)(c)}	\$1.5	\$4.8
Sales/use & other taxes ^{(b)(d)}	\$0.7	\$1.3
Total	\$8.9	\$6.1
Total tax contribution ^(e)	\$15.0	

- (a) Taxes Borne are a direct cost to the Company. 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. Taxes collected are collected from customers and employees on behalf of governments and ultimately remitted to them.
- (b) Payroll & social insurance and sales/use & other taxes are calculated based on data collected for 37 major markets that represent approximately 98% of total 3rd party and intercompany sales recorded for the market. These taxes are not reported for the remaining markets that represent approximately 2% of total 3rd party and intercompany sales recorded for the market.
- (c) Payroll & social insurance taxes borne represent taxes paid directly by the Company, whereas taxes collected represent amounts withheld from employees for federal (local country government), state and social contribution taxes as well as contingent labor taxes collected.
- (d) Sales/use & other taxes borne include sales, use, property tax and non-recoverable value-added tax as well as other taxes comprising customs and other duties and pharmaceutical fees imposed by the government on legal entities within the pharmaceutical industry for prescription drugs. Taxes collected include net of output and input value-added tax (“VAT”) and sales tax collected.
- (e) Total tax contribution is made up of two components: total taxes borne by the Company and total taxes collected.

Our Credo Integrity Line

Metric Description	Metric Value
Inquiries and Complaints as Filed with Our Credo Integrity Line by Category ^{(a)(b)}	
Human Resources-related	72%
Business integrity-related	12%
Financial-related	7%
Other (privacy, information security, general security, EH&S, etc.)	4%
General information questions	2%
Product quality- and patient safety-related	2%
Human rights-related	1%

- (a) Johnson & Johnson's anonymous grievance mechanism includes 13 inquiry and complaint categories for the person reporting to select from when reporting inquiries and complaints. Field reports are then summarized into seven reported categories by Johnson & Johnson. "Other" consists of the following categories: privacy, information security, general security, Environment, Health & Safety (EH&S), legal/regulatory and report follow up.
- (b) 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.

Collective Bargaining Agreements^(a)

Metric Description	Metric Value (in millions)
Percentage of employees covered by collective bargaining agreements	31%

- (a) Global employees, as defined in the Our Employees section above, and fixed-term employees may be covered by collective bargaining agreements (CBAs). The Johnson & Johnson Regional and Country Employee Relations and Labor Relations (ERLR) team only considered unionized employees under Johnson & Johnson negotiated collective bargaining agreements for this metric per the Global Reporting Initiative definition of collective bargaining. Trade Unions or Work Councils were not included in the calculation since these groups do not have Johnson & Johnson negotiated collective bargaining agreements.