

Accountability & governance

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We believe conducting our business with integrity and responsibility is essential—not only because it is the right thing to do, but also because it strengthens our organization.

We are committed to ethical, compliant leadership and to upholding high standards in how we operate, enabling us to meet our responsibilities to the stakeholders we serve.

>\$2.3B small business spend

in 2025 to advance small businesses in the U.S.

3,900 law enforcement and government officials

trained globally by J&J to elevate expertise in identifying counterfeit products

97% cybersecurity completion rate

for employee training in Information Security in 2025 globally



Corporate governance

J&J’s responsible approach to business starts with our Board of Directors. As part of J&J’s overall risk oversight, the Board and its Committees review and assess potentially significant corporate risks, including healthcare compliance, environmental issues, cybersecurity and human capital management. Beyond the Board, our governance framework, policies and processes support our business, shareholders and other stakeholders, while fostering a strong 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.

Tax responsibility

J&J is committed to paying our fair share of taxes.¹ 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, relationships with governmental authorities and transparency, all of which are more fully described in our [Tax Policy](#).

In 2025, J&J contributed approximately \$16.2 billion in taxes and fees to governments and economies around the world. This Total Tax Contribution includes two components:

- **Total Taxes Borne:** In 2025, J&J bore \$9.3 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 2025 J&J collected \$6.9 billion related to the commerce the Company generates. These collections were in the form of payroll and social insurance taxes from approximately 140,000 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 2025 Annual Report. Other taxes shown aggregate our data from 37 major markets that represent the vast majority of our revenues.

J&J is strengthening our commitment to the U.S. with more than \$55 billion in planned investments through early 2029—a 25% increase from the previous period. Enabled by a stable, competitive U.S. tax environment, these investments will fuel the next generation of innovation and strengthen our manufacturing, R&D and technology capabilities within the U.S., including new state-of-the-art manufacturing facilities in North Carolina and Pennsylvania and we anticipate further announcements to come.

2025 Tax Contribution (Billions)	Taxes Borne	Taxes Collected
Payroll & Social Insurance Taxes	\$1.7	\$5.4
Sales/Use & Other Taxes	\$1.1	\$1.5
Corporate Income Tax	\$6.5	—
Total	\$9.3	\$6.9
Total Tax Contribution	\$16.2	

Information security and data privacy

We believe in maintaining sustainable information security and data privacy controls to protect our business, employees, patients, customers and all those who entrust us with their information or depend on us for products or medicines. Our Chief Information Security Officer and Chief Privacy Officer and their teams provide ongoing oversight of policies, procedures and requirements across our businesses. Progress made in 2025 includes:

- **Integrating standardized security procedures:** As medical devices become increasingly networked, cyber risks have increased, making strong defenses essential. We integrated security procedures into several medical device quality management systems to meet applicable security requirements.
- **Expanding our data loss prevention capability:** With a focus on sensitive Company and personal data, this expansion has enhanced the visibility of potential data loss from common communication paths, including email, across users in more countries around the globe. We can now gain a fuller picture of sensitive data movement to help mitigate data loss risk globally.
- **Enhancing global privacy processes:** We streamlined our process for identifying and addressing changes in regulation globally; implemented standardized, faster and more consistent responses to data subject requests; and reduced response and remediation timelines for privacy incident management.

[Position on Data Privacy](#) [Position on Information Security](#)

¹ 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.

Ethics & compliance

We strive to ensure all employees and contingent workers comply with J&J’s standards and expectations for ethical and compliant conduct, including acting in accordance with applicable laws, regulations and industry codes. 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 required to complete Code, HCC and other relevant training.

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

We also make our J&J [Our Credo Integrity Line](#) available, providing an independent, secure, and confidential way to anonymously report (where permitted by local law) suspected concerns or potential violations of our policies or the law. Available 24/7 in 24 languages, it is open to employees, partners, customers, consumers and other agents to raise questions, clarifications, or concerns about our practices, without fear of retaliation. All reports are analyzed impartially, independently and confidentially.

In 2025, we reached our target training completion rate of 95% for all sales and marketing employees across J&J.

Fostering a culture of compliance

In 2025, we introduced mandatory *Compliance at the Top: Risk Awareness Training* to equip senior leaders and executives to exemplify compliant behavior by understanding what is required by law, our policies and Our Credo—as well as the consequences of misconduct and the potential impact to our brand, to our employees and to them. This training emphasizes the regulatory landscape, J&J’s own enforcement history and the critical role leaders play in driving a culture of compliance across J&J. Similarly, we updated our People Leader HCC Training program to ensure sustained accuracy of training content, harmonization with relevant operational processes and procedural changes, and renewed alignment with key business priorities. Such an investment in senior level education reinforces compliance as a leadership imperative that shapes decision-making, inspires teams and strengthens our culture.

Updating compliance guidance

We strengthened our HCC Framework and Health Care Business Integrity Guide as well as other compliance guidance to support our teams as the healthcare landscape evolves. New guidance was introduced to address precision medicine, rare diseases, GenAI and scientific independence. These updates ensure our teams have clear, practical direction to innovate responsibly in a fast-moving environment.

J&J participates in more than 150 trade associations across 65 countries, with more than 80 colleagues actively serving on committees and working groups that promote transparency, advance ethical norms and embed compliance principles across the industry.

Promoting industry-wide compliance standards

In 2025, J&J joined the newly established International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) R&D Innovation Committee to help reinforce ethical, patient-centered R&D and build global frameworks that foster responsible and sustainable innovation. We also contribute practical benchmarking and insights through participation in external forums and industry sessions, including those focused on unique or emerging areas such as precision medicine and rare diseases—providing peers with real world examples of operationalizing high standards in evolving scientific and regulatory landscapes.

Respecting human rights

Our [Position on Human Rights](#) sets out our commitment to respecting human rights across our operations, through our business relationships and in the communities in which we operate. Our longstanding Enterprise Human Rights Governance Council, comprising senior leaders representing key functions, shapes and guides our global human rights program. Two J&J Executive Committee members sponsor our human rights program and our Regulatory Compliance & Sustainability Committee (RCSC) of the Board of Directors provides oversight of management’s approach to human rights. In 2025, both were provided with an annual program update.

We engage in external forums to share insights and good practices within the healthcare sector and beyond. In 2025, we continued our active participation in the Pharmaceutical Supply Chain Initiative (PSCI) Human Rights Working Group and remained members of Shift’s Business Impact Program and the BSR Human Rights Working Group.

For more about due diligence processes across our value chain see sections: [Our employees](#) and [Responsible supply base](#).

For more information about our anonymous reporting program, see [Our Credo Integrity Line](#).

Safeguarding animal welfare

Our Global Animal Welfare Officer is responsible for ensuring adherence to and monitoring our animal welfare standards and maintains a direct, independent line of communication and oversight with Company management. Guided by our [Animal Welfare Policy](#) and with oversight from our Global Animal Welfare Councils, J&J is committed to the 3Rs principles—replacement, reduction and refinement—to promote the ethical and responsible treatment of animals involved in biomedical research.

For advances in animal welfare, J&J recognizes employees through the annual 3Rs Innovation Award and the newly introduced Animal Welfare Culture of Care Award. In 2025, these were awarded to AI-enabled testing strategies that reduced animal-based studies while maintaining scientific rigor, and to animal welfare improvement initiatives.

With a strong commitment to animal welfare and environmental stewardship, J&J has established a policy that reduces reliance on resources derived from horseshoe crab species. We will continue to operate without reliance on the Tachypleus Amebocyte Lysate (TAL) assay for bacterial endotoxin testing, and have significantly reduced the use of the Limulus Amebocyte Lysate (LAL) assay for endotoxin testing of process water. We are pursuing a strategy that incorporates synthetic endotoxin testing alternatives for new product registrations.

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.

In 2025, we continued to progress our strategic transformation to integrated, digitized quality systems featuring robust digital connectivity and automation to support improved quality and compliance across the organization. We are modernizing quality systems by digitizing core processes, reducing reliance on paper-based workflows and building secure data foundations that enable greater visibility across products, sites and suppliers. This requires aligning technological solutions at every stage from product innovation to delivery and scaling intelligent automation and streamlining processes for greater speed and reliability in quality outcomes.

We also continued to increase our predictive analytics capacity and modernize our audit programs to support better real-time product quality management. Automating the conduct of Enterprise Regulatory Compliance audits, including audit reports, has decreased response time and facilitated monitoring to better track mitigation progress in real time. The result is improved risk identification and mitigation as well as speedier processes.

Ongoing enhancements to our quality operations through our key compliance and continuous improvement programs covered our internal and external manufacturing sites. We also launched new skills training in Proactive Risk Management to equip our teams to better manage quality risk going forward. In 2025, we supported more than 400 Health Authority / Notified Body Inspections.

In 2025, J&J’s annual Quality Month comprised more than 970 global activities, engaging more than 100,000 employees across our global operations, strengthening J&J’s culture of quality, accountability and patient focus. Through sustained leadership visibility, local ownership, and storytelling tied to patient impact and execution excellence, Quality Month 2025 reinforced quality as a foundational enabler of trust, resilience and long-term value creation for patients, customers and communities.

Office of the Chief Medical Officer overview

The Office of the Chief Medical Officer uniquely combines safety science, epidemiology, bioethics and post-approval lifecycle management expertise to inform evidence- and science-based product decisions that put patients first.

Patient-centered safety

The Global Medical Safety teams advance patient-centered, science-based safety decisions by rigorously evaluating medicines and devices to understand and optimize how benefits compare with potential risks for patients. Our vigilance helps protect patients and strengthen confidence in our healthcare innovations.

The teams identify emerging safety signals and apply insights to preclinical research, early and late development, and product design across the Innovative Medicine and MedTech portfolios. Advanced technologies, including generative and agentic AI, are used to strengthen pharmacovigilance, improve data quality, provide timely updates to the safety profiles of our products and support more informed, timely decision-making for patients.

Epidemiology research anchors this work by translating real-world data into evidence that informs safety decisions across diverse patient populations. The teams contribute to evidence-based research in areas of high patient need, including 110 peer-reviewed publications in 2025 reflecting patient experiences across clinical settings.

Our post-approval lifecycle management team (PALM) maintained and expanded access to safe and trusted medicines to support the health of communities globally, including more than 20 product approvals across geographies for new indications and patient populations.

In pediatrics, our Child Health Innovation Leadership Department (CHILD), which is comprised of a dedicated team of pediatric experts, supported the generation of clinical evidence that led to approvals for treatments in generalized myasthenia gravis and multidrug-resistant tuberculosis (MDR-TB) for children. We also welcomed the selection of bedaquiline for the treatment of MDR-TB for children aged 0-2 years for expedited review under the FDA’s Commissioner’s National Priority Voucher (CPNV) program. Opportunities such as these help enable more patients access to the medicines they need.

Embed bioethical decision-making

The J&J Bioethics Committee (JJBC) continued to provide timely, practical advice on ethical questions critical to the function of R&D and continued to foster a culture of ethical decision-making across the Company. In 2025, the JJBC completed 135 bioethics consultations, leveraging a variety of formats. For example, the JJBC offered individual consultations with the Committee Chair and offline reviews that preserved oversight while making consultations easier to access.

Advancing access to data

Through J&J’s partnership with the Yale University Open Data Access (YODA) Project, we provide qualified external researchers access to J&J clinical trial data using a consistent, independent proposal review process. Since 2014, the YODA Project has approved 535 external research proposals and contributed to 215 peer-reviewed publications across a wide range of disease areas. By enabling independent access to anonymized J&J clinical trial data, J&J promotes data transparency to accelerate research and innovation for better patient care.

Global initiatives championing safety and innovation

In 2025, J&J convened its global community to recognize and drive innovation on patient safety. On World Patient Safety Day, established by the World Health Organization in 2019, we expanded our effort into a month-long initiative. Across the sector-specific safety teams, more than 40 workshops and meetings were held worldwide, reinforcing our commitment to safeguarding the health and well-being of everyone who uses our products.

We also convened J&J scientists and industry experts for a first-ever Space Day designed to foster collaboration and explore potential partnerships to learn how space-enabled technology can enhance patient-centered innovation. With more than 250 attendees, the day included presentations from the European Space Agency (ESA) and NASA, alongside spotlight sessions from small-to-medium enterprises representing the cutting edge of space technology.

Counterfeiting and illicit trade

Counterfeit healthcare products place people at risk of adverse events, serious health problems and potentially death. We aim to safeguard patients, our products and our business against the risks posed by illicit trade, including product counterfeiting, tampering and illegal diversion. Our approach is holistic and includes partnerships, membership and leadership roles and close collaboration with industry associations, academia and local, national and international governmental bodies.

[Position on Counterfeit Healthcare Products](#)

Reducing the risk of copycat medical devices

As part of our ongoing work, we study product vulnerabilities that can lead to illicit trade. For example, the lack of trademarks on medical devices allows bad actors to create copycat products that can be mistaken as genuine. We identified this issue as a vulnerability for our ETHICON stapler reloads after copycat and counterfeit products were found in certain countries. In response, we designed the ETHICON 4000 Stapler, our latest innovation in advanced surgical stapling, to have our trademark imprinted on the product itself rather than only on the packaging, as was done previously. Now, after the packaging is removed during surgery prep, genuine ETHICON 4000 Staplers and cartridge reloads are clearly identifiable as authentic J&J devices. We believe that this helps disrupt the illicit supply chain while making the surgical environment safer for patients.

Throughout 2025, we provided 92 specialized training sessions for approximately 3,900 law enforcement and government officials around the world to help elevate expertise in identifying counterfeit products, with the goal of preventing counterfeits from entering borders.

Educating patients and law enforcement

We continue to invest in raising awareness and education among law enforcement and patients as a key element in the fight against illicit trade in healthcare products. In 2025, at the request of the National Council for Combating Counterfeit of the Brazilian Ministry of Justice, we collaborated to develop a booklet containing essential information on the risks and impacts of counterfeit medicines. The project resulted in the launch of the [Counterfeit Medicines Consumer Awareness Booklet](#) by the Brazilian Government in May 2025. In Brazil, where healthcare is faced with a rise in counterfeit medical products, this information is seen as a critical contribution to improving vigilance by law enforcement and the public.

Responsible supply base

Our global supplier network plays a vital role in our supply chain, 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 relationships with a broad range of suppliers.

>39,000
suppliers globally

\$32.3 billion
total supplier spend²

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. Selected suppliers complete an annual assessment by EcoVadis, a provider of sustainability ratings for global supply chains.

>1,000

J&J suppliers completed EcoVadis assessments in 2025

Improving supply base due diligence

We continued our focus on improving our supply base due diligence in a range of areas including the environment, human rights and health and safety. For example, we initiated prioritized due diligence on procurement categories that were identified as potentially higher risk of modern slavery in a 2024 risk assessment. As part of this, in 2025, we spearheaded the first collaborative due diligence initiative among 10 healthcare companies through the [PSCI](#) to conduct a Worker Voice survey of facilities management workers in 2026. Through our membership of the PSCI, we also continued to develop a freely-available global map of labor migration corridors at higher risk of recruitment fees. This resource aims to provide companies across all sectors with data on supply chain worker recruitment fees to support informed due diligence and remediation (see section: [Respecting human rights](#)).

² Represents spend we have control over/supplier spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals. For details, see our [Health for Humanity Performance Data and Indices](#).

Monitoring and assisting suppliers

J&J conducts environmental, health and safety (EH&S) audits of select suppliers using the protocol developed by the PSCI. In 2025, we completed more than 130 supplier EH&S audits and technical visits.

Our audits and technical visits include potential new suppliers to verify that EH&S is integrated from the start or to assess specific high-risk areas such as process safety management. Additionally, we engage with our suppliers on the enhancement of their EH&S capabilities, including connecting them with relevant training opportunities and networks.

For example, in 2025, in preparation for a global product launch, we engaged with a new supplier to share learning related to process safety management, industrial hygiene, fire safety and other EH&S topics.

Supporting supplier decarbonization

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. In 2025, in addition to ongoing engagements with suppliers across the world, we held targeted discussions with 31 suppliers that do not yet have science-based targets to understand the challenges and offer support where possible.

Our supplier base

Strengthening our supplier base helps provide better outcomes for our patients. We aim to ensure that all current and potential suppliers have an opportunity to understand our business needs and engage with J&J. Supplier selection is always based on merit and ability to meet our capacity needs.

Advancing veteran- and disability-owned businesses

We continue to expand our engagement with veteran- and disability-owned businesses to enhance our capabilities to serve the wide-ranging needs of our customers. In 2025, J&J spent \$160 million with veteran-owned businesses across our value chain. In addition, J&J co-sponsored and participated in the 2025 Veteran Business Summit, hosted by the New Jersey Veterans Chamber of Commerce, bringing together public and private sector organizations committed to expanding opportunities for certified disabled veteran-owned businesses.

We maintain a longstanding relationship with Disability:IN, a collective effort of businesses that advocate for the rights and opportunities of individuals with disabilities in the workplace. In 2025, J&J teams attended Disability:IN Global Conference & Expo, joining over 3,200 attendees from 990 corporations to advocate and collaborate for Disability-owned Business Enterprises (DOBE) inclusion. At the event, we identified and have since engaged with a DOBE provider in talent acquisition to help J&J strengthen our processes for disability inclusion.



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